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Proposed programme budget for 2023

Programme planning

Proposed programme budget for 2023

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/77/50](#).

** 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.



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*** 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.

Foreword

In 2023, the Economic Commission for Africa (ECA) will leverage its convening, think-tank and operational core functions to build on the successes of past years and deliver ideas and actions for a prosperous Africa.

Guided by its five strategic directions,¹ the Commission will focus on fast-tracking the 2030 Agenda for Sustainable Development and Agenda 2063 of the African Union for a resilient and sustainable recovery from the coronavirus disease (COVID-19) pandemic.

The priorities will include addressing rising inequalities through gender measures; youth engagement and job creation; building more resilient food, education and health systems; designing and implementing a climate-resilient green and blue economy and realizing a just energy transition² pathway; promoting private sector development and partnerships; restoring financial liquidity, maximizing avenues for domestic resources, improving public spending efficiency and leveraging innovative and external financing tools; managing debt and tackling illicit financial flows; promoting economic diversification and industrialization; utilizing the African Continental Free Trade Area to leverage regional economic integration, intracontinental trade, digital connectivity and transformation; and facilitating African common positions.

In fulfilling its mandate, ECA will remain faithful to mainstreaming a gender perspective, fostering the inclusion of persons with disabilities and adopting climate neutral practices in its operational activities, deliverables and results.

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

¹ See the annual report of ECA to the Economic and Social Council for 2018 ([E/2018/38](#)). Based on the note by the Executive Secretary of the Commission to the Committee of Experts of the Conference of African Ministers of Finance, Planning and Economic Development ([E/ECA/COE/37/14](#)), the five strategic directions are: (a) build ECA analytical capabilities; (b) formulate macroeconomic and structural policy; (c) design innovative financing models; (d) integrate regional and subregional transboundary initiatives; and (e) advocate continental ideas at the global level.

² See *Theme Report on Enabling SDGs through Inclusive, Just Energy Transitions: Towards the Achievement of SDG 7 and Net-Zero Emissions*, prepared in support of the high-level dialogue on energy (United Nations publication, 2021).

I. Economic Commission for Africa

A. Proposed programme plan for 2023 and programme performance in 2021

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 some threats but also some opportunities towards strengthening the social and economic resilience of member States and ensuring the 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, as well as demand-driven and tailor-made policy and technical advice to member States and regional economic communities in pursuit of sustainable development and the rise of more prosperous, resilient and inclusive societies. ECA interventions include cutting-edge research and related integrated policy and capacity support, focused on: economic diversification and industrialization; investments in infrastructure, productive sectors and domestic resource mobilization; the operationalization of the African Continental Free Trade Area (AfCFTA); and digital transformation. ECA also supports capacity development of Governments to formulate and implement policies for sustainable development through the implementation of the regular programme for technical cooperation and United Nations Development Account projects.

Strategy and external factors for 2023

- 18.3 The ECA programme strategy focuses on transformational changes to make a measurable contribution to the 2030 Agenda and Agenda 2063, utilizing an integrated and coherent approach. In pursuing its mandate, ECA will continue to concentrate on five strategic directions:
 - (a) 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;
 - (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 will utilize its convening function, through provision of multilateral and multi-stakeholder platforms; its think-tank function, conducting interdisciplinary research and analysis of key challenges facing member States and Africa as a whole, while promoting peer learning and development; and its operational function, through provision of direct policy advice and support to member States, including in cooperation with other United Nations system entities.

- 18.5 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. ECA will further build on its medium-term programme framework (2022–2025) aimed at providing forward-looking planning guidance and bringing together all the streams of work of its divisions and subregional offices and the African Institute for Economic Development and Planning, along transformative areas of focus that provide entry points for subprogramme activities in 2023.
- 18.6 In 2023, ECA will continue to facilitate the identification and proposal of innovative financing tools to boost domestic resource mobilization, and address debt servicing as a main mitigating measure. Its activities will also entail targeted support for national development planning and the creation of an enabling business environment in relation to food systems and will address land, energy and infrastructure. The sustained operationalization of AfCFTA will play a critical role in support for the deepening of value chains in Africa in various productive areas, including the pharmaceutical sector. Furthermore, ECA support will be geared towards increasing investments in climate action for enhanced national resilience, harnessing a green economy in the context of sustainable development and poverty eradication, and the blue economy. ECA will also pursue its role in spearheading digital transformation on the continent. As part of the United Nations reform agenda, ECA will use the Regional Collaborative Platform for Africa 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.
- 18.7 For 2023, the Commission's planned deliverables will support member States in their ongoing management of and recovery from the COVID-19 pandemic. Such planned deliverables and activities include: capacity development of member States in debt management and revenue collection for resilient recovery (under subprogramme 1, ECA will help member States in their application of domestic resource mobilization efforts); enhanced capacity of member States to design and implement a climate-resilient green economy in the context of sustainable development and poverty eradication and the blue economy (subprogramme 5); inclusive digital transformation (subprogrammes 5 and 6, with a special focus on women and girls); the promotion of micro-, small and medium-sized enterprises (MSMEs) as an engine for sustainable development (subprogramme 7, component 1); economic diversification through the operationalization of AfCFTA (subprogramme 7, component 3); and capacity strengthening of member States for mainstreaming risk management into policy planning and development (subprogramme 8).
- 18.8 Reflecting the importance of continuous improvement and responding to the needs and requests of member States, the proposed programme plan for 2023 continues to incorporate lessons learned and best practices related to the adjustments to and adaptation of the programme owing to the COVID-19 pandemic. Examples of lessons learned and best practices include addressing the challenges brought by the pandemic to national statistical systems and operations, in particular face-to-face data collection in the field, through tailor-made services. The planned changes for 2023 cover the promotion and application of new technologies towards changing the way price data is collected and member States implementing the road map on transformation and modernization of their official statistics (subprogramme 2). With respect to subprogramme 7, component 4, technical assistance will be used to provided member States and regional economic communities in developing national strategies for their AfCFTA activities and diversifying their blue economy activities through knowledge production, conducting market access studies and policy dialogues. Building on lessons learned from previous programme performance, additional dedicated capacity-building activities will be conducted for both the private and public sectors in 2023. The component will also strengthen strategic collaboration and partnerships with United Nations country teams and external policy think tanks and the shift from in-person meetings to virtual mechanisms. Other mainstreamed lessons are related to e-learning (subprogramme 8), which has proved to be a very successful and useful platform during the pandemic. The subprogramme will continue to diversify training modalities to enable beneficiaries to access high-quality digital deliverables to develop, strengthen and share critical development planning and policymaking knowledge and skills. At the same time, it is assumed that

those operational conditions have improved and allow for mandate implementation through formerly established approaches. Any modifications to planned deliverables would be in pursuance of the objectives, strategies and mandates and would be reported as part of the programme performance information.

- 18.9 With regard to cooperation with other entities at the global, regional, national and local levels, ECA will continue to coordinate the work of the United Nations system to support the African Union Commission to seek partnerships and support from various development partners and donors with a view to increasing and sustaining its resource base. Specifically, ECA will build on its existing strategic partnerships with regional and subregional organizations, 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. In addition, more focus will be put on devising an effective and sustainable mechanism for project delivery.
- 18.10 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, the Department of Economic and Social Affairs, the United Nations Conference on Trade and Development (UNCTAD), resident coordinators and country teams through opportunity and issue-based coalitions to ensure more coordinated responses and a cogent collective contribution to the fulfilment of the 2030 Agenda and Agenda 2063.
- 18.11 With regard to the external factors, the overall plan for 2023 is based on the following planning assumptions:
 - (a) Identified sustainable long-term recovery pathways to COVID-19 are consolidated and followed;
 - (b) The operationalized Regional Collaborative Platform for Africa 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 for harmonized actions, focusing on the implementation of the 2030 Agenda and Agenda 2063 and the operationalization AfCFTA;
 - (d) Intergovernmental policy organs and forums provide continued policy advice on emerging priorities.
- 18.12 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. The subprogramme will continue to provide technical support to the Commission's other subprogrammes to ensure that a gender perspective is reflected in their programmes 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.
- 18.13 In line with the United Nations Disability Inclusion Strategy, ECA will pursue the implementation of measures to ensure the inclusion of persons with disabilities, including those related to programme design, implementation and evaluation and policies on the operational aspects, including for reasonable accommodation of related requests and consultations with persons with disabilities. At ECA, specialized assistive equipment will continue to be provided at the headquarters compound in Addis Ababa and at subregional offices to enhance accessibility for persons with disabilities. The

programme will also endeavour to contribute to the development and implementation of specific joint projects with other United Nations entities.

Programme performance in 2021

Impact of the pandemic

- 18.14 The continuation of the COVID-19 pandemic into 2021 had an impact on the implementation of mandates, in particular with respect to the need to enhance the capacity of member States to analyse the macroeconomic impact of the pandemic for tailor-made recovery policy responses, including national AfCFTA strategies geared to enhance intraregional trading, while also focusing on the inclusive and equitable development of the pharmaceutical sector under subprogramme 2.
- 18.15 In addition, in order to support member States on matters related to the COVID-19 pandemic, within the overall scope of the objectives, ECA provided technical advice on the elaboration of national development plans, focusing on policy reforms and enhanced domestic resource mobilization, as well as capacity development geared to strengthened resilience of small and medium-sized enterprises (SMEs) to COVID-19 impacts in Southern Africa through the deployment of a digital platform on technology and innovation under subprogramme 7, components 4 and 5. Under subprogramme 8, ECA also provided training targeting government officials and policymakers on macroeconomic issues in the context of COVID-19. In addition, through subprogramme 9, ECA analysed the features of vulnerability exposed by COVID-19 and developed analytical and diagnostic policy tools for member States' social policy responses to recover and build improved resilience.

Legislative mandates

- 18.16 The list below provides all mandates entrusted to the programme.

General Assembly resolutions and decisions

S-21/2	Key actions for the further implementation of the Programme of Action of the International Conference on Population and Development	65/214 65/274	Human rights and extreme poverty Cooperation between the United Nations and the African Union
57/144	Follow-up to the outcome of the Millennium Summit	65/280	Programme of Action for the Least Developed Countries for the Decade 2011–2020
57/270 B	Integrated and coordinated implementation of and follow-up to the outcomes of the major United Nations conferences and summits in the economic and social fields	65/314 66/130	Modalities for the fifth High-level Dialogue on Financing for Development Women and political participation
58/220	Economic and technical cooperation among developing countries	66/137	United Nations Declaration on Human Rights Education and Training
58/269	Strengthening of the United Nations: an agenda for further change	66/224 68/145	People's empowerment and development Strengthening collaboration on child protection within the United Nations system
60/1	2005 World Summit Outcome		
60/222	United Nations Declaration on the New Partnership for Africa's Development	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
61/234	Enhancing the role of the subregional offices of the Economic Commission for Africa		
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		

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
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development	74/253	Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system
70/1	Transforming our world: the 2030 Agenda for Sustainable Development	74/270	Global solidarity to fight the coronavirus disease 2019 (COVID-19)
70/155	The right to development	74/301	New Partnership for Africa's Development: progress in implementation and international support
70/159	Globalization and its impact on the full enjoyment of all human rights	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
70/184	Information and communications technologies for development		
70/192	Follow-up to the International Conference on Financing for Development	75/151	Implementation of the outcome of the World Summit for Social Development and of the twenty-fourth special session of the General Assembly
70/211	Role of the United Nations in promoting development in the context of globalization and interdependence	75/154	Inclusive development for and with persons with disabilities
70/215	Development cooperation with middle-income countries	75/156	Strengthening national and international rapid response to the impact of the coronavirus disease (COVID-19) on women and girls
70/224; 76/224	Towards global partnerships: a principle-based approach to enhanced cooperation between the United Nations and all relevant partners	75/180	Enhancement of international cooperation in the field of human rights
71/1	New York Declaration for Refugees and Migrants	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
71/220	Cooperative measures to assess and increase awareness of environmental effects related to waste originating from chemical munitions dumped at sea		
71/289	Cooperation between the United Nations and the International Organization of la Francophonie	75/203; 76/190	International trade and development
72/234; 74/235	Women in development	75/204	International financial system and development
72/266 B	Shifting the management paradigm in the United Nations	75/205; 76/193	External debt sustainability and development
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	75/206	Promotion of international cooperation to combat illicit financial flows and strengthen good practices on assets return to foster sustainable development
73/195	Global Compact for Safe, Orderly and Regular Migration	75/207; 76/197	Promoting investments for sustainable development
73/326	Format and organizational aspects of the international migration review forums	75/211	Entrepreneurship for sustainable development
74/4	Political declaration of the high-level political forum on sustainable development convened under the auspices of the General Assembly	75/212	United Nations Conference on the Midterm Comprehensive Review of the Implementation of the Objectives of the International Decade for Action, "Water for Sustainable Development", 2018–2028
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	75/213	Promoting sustainable consumption and production patterns for the implementation of the 2030 Agenda for Sustainable Development, building on Agenda 21

Section 18 Economic and social development in Africa

75/215; 76/203	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	75/237	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
75/217	Protection of global climate for present and future generations of humankind	75/239	Oceans and the law of the sea
75/220	Harmony with Nature	76/189	Information and communications technologies for sustainable development
75/221; 76/210	Ensuring access to affordable, reliable, sustainable and modern energy for all	76/195	Financial inclusion for sustainable development
75/225	Towards a New International Economic Order	76/198	Follow-up to and implementation of the outcomes of the International Conferences on Financing for Development
75/226	International migration and development	76/207	Implementation of the Convention on Biological Diversity and its contribution to sustainable development
75/229	Promotion of sustainable tourism, including ecotourism, for poverty eradication and environment protection	76/213	Science, technology and innovation for sustainable development
75/230	Implementation of the Third United Nations Decade for the Eradication of Poverty (2018–2027)	76/216	Follow-up to the Fourth United Nations Conference on the Least Developed Countries
75/231	Industrial development cooperation	76/217	Follow-up to the Second United Nations Conference on Landlocked Developing Countries
75/232; 76/219	Eradicating rural poverty to implement the 2030 Agenda for Sustainable Development	76/229	Report of the United Nations Commission on International Trade Law on the work of its fifty-fourth session
75/234; 76/221	South-South Cooperation	76/539	Macroeconomic policy questions
75/235; 76/222	Agriculture development, food security and nutrition		

Economic and Social Council resolutions

2014/11	Follow-up to the International Conference on Financing for Development	2018/23	New strategic directions of the Economic Commission for Africa
2017/9	Mainstreaming a gender perspective into all policies and programmes in the United Nations system	2021/10	Socially just transition towards sustainable development: the role of digital technologies on social development and well-being of all
2017/28	Programme of Action for the Least Developed Countries for the Decade 2011–2020	2021/28	Assessment of the progress made in the implementation of and follow-up to the outcomes of the World Summit on the Information Society

Economic Commission for Africa resolutions

671 (XXV) A	Establishment of an Economic Commission for Africa	928 (XLVIII)	Implementing Agenda 2063: planning, mobilizing and financing for development
748 (XXVIII)	Population, family and sustainable development	929 (XLVIII)	Third International Conference on Financing for Development
819 (XXXI)	Promotion of energy resources development and utilization in Africa	931 (XLVIII)	Data revolution and statistical 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	935 (XLVII)	Least developed countries in Africa
		937 (XLIX)	Mainstreaming the 2030 Agenda for Sustainable Development and Agenda 2063 into national strategic frameworks, action plans and programmes
874 (XLIII)	Strengthening the subregional offices of the United Nations Economic Commission for Africa	938 (XLIX)	Integrated reporting and follow-up on sustainable development
909 (XLVI)	Realizing and harnessing the demographic dividend in Africa	939 (XLIX)	Africa Regional Forum on Sustainable Development

Part V Regional cooperation for 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	972 (LIII)	African Continental Free Trade Area
		973 (LIII)	Data and statistics
		974 (LIII)	Civil registration and vital statistics
964 (LII)	2020 programme plan and budget	975 (LIII)	Sustainable industrialization and diversification of Africa in the digital era in the context of the coronavirus disease pandemic
965 (LII)	Luxembourg Protocol to the Convention on International Interests in Mobile Equipment on Matters Specific to Railway Rolling Stock	976 (LIII)	Coronavirus disease vaccines
966 (LII)	Review of the intergovernmental structure of the Economic Commission for Africa pursuant to its resolution 943 (XLIX) and resolution 957 (LI)	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
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	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
968 (LII)	Fiscal policy, trade and the private sector in a digital era: a strategy for Africa	980 (LIII)	Special drawing rights
969 (LII)	Digitization and the digital economy initiative	981 (LIII)	2022 programme plan and budget

**Subprogramme 1
Macroeconomic policy and governance**

General Assembly resolutions

48/180	Entrepreneurship and privatization for economic growth and sustainable development	65/123	Cooperation between the United Nations, national parliaments and the Inter-Parliamentary Union
51/191	United Nations Declaration against Corruption and Bribery in International Commercial Transactions	65/286	Implementing the smooth transition strategy for countries graduating from the list of least developed countries
54/128	Action against corruption		
54/197	Towards a stable international financial system, responsive to the challenges of development, especially in the developing countries	66/209	Promoting the efficiency, accountability, effectiveness and transparency of public administration by strengthening supreme audit institutions
58/4	United Nations Convention against Corruption		
64/116	The rule of law at the national and international levels	66/213	Fourth United Nations Conference on the Least Developed Countries
		66/256	The United Nations in global governance

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
879 (XLIV)	Governing development in Africa: the role of the State in economic transformation	916 (XLVII)	Illicit financial flows

**Subprogramme 2
Regional integration and trade**

General Assembly resolutions

70/115	Report of the United Nations Commission on International Trade Law on the work of its forty-eighth session	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

Economic Commission for Africa resolutions

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

Subprogramme 3
Private sector development and finance

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)	67/215	Promotion of new and renewable sources of energy
		70/198	Agricultural technology for sustainable development
65/146	Innovative mechanisms of financing for development	74/299	Improving global road safety
66/195	Agricultural technology for development		

Economic Commission for Africa resolutions

877 (XLIH)	Towards realizing a food-secure Africa	921 (XLVII)	Agricultural transformation for an industrialized Africa
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Subprogramme 4
Data and statistics

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)	Coordination of cartographic services of specialized agencies and international organizations	2013/21	Fundamental Principles of Official Statistics
		2015/10	2020 World Population and Housing Census Programme
476 (XV)	International cooperation on cartography	2016/27	Strengthening institutional arrangements on geospatial information management
2011/24	Committee of Experts on Global 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	758 (XXVIII)	The role of cartography, remote sensing and geographic information systems (GIS) in sustainable development

Subprogramme 5
Technology, climate change and natural resources management

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		

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)	Promoting an innovation society for Africa's social and economic transformation
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

Subprogramme 6
Gender equality and women's empowerment

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"	70/176	Taking action against gender-related killing of women and girls
		74/126; 76/140	Improvement of the situation of women and girls in rural areas
		74/127; 76/141	Violence against women migrant workers
59/248	World Survey on the role of women in development	74/134	The girl child
		75/157	Women and girls and the response to the coronavirus disease (COVID-19)
65/187	Intensification of efforts to eliminate all forms of violence against women	75/158	Trafficking in women and girls
65/189	International Widows' Day	75/160	Intensifying global efforts for the elimination of female genital mutilation
70/131	Convention on the Elimination of All Forms of Discrimination against Women		
70/133; 76/142	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		

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	Future operation of the International Research and Training Institute for the Advancement of Women
		2011/5	The role of the United Nations system in implementing the internationally agreed goals and commitments in regard to gender equality and the empowerment of women

Security Council resolutions

[1325 \(2000\)](#)

Economic Commission for Africa resolutions

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

**Subprogramme 7
Subregional activities for development**

**Component 1
Subregional activities in North Africa**

General Assembly resolutions

61/234	Enhancing the role of the subregional offices of the Economic Commission for Africa	70/1	Transforming our world: the 2030 Agenda for Sustainable Development
69/313	Addis Ababa Action Agenda of the Third International Conference on Financing for Development	73/195	Global Compact for Safe, Orderly, and Regular Migration

Economic Commission for Africa resolutions

874 (XLIII)	Strengthening the subregional offices of the United Nations Economic Commission for Africa	931 (XLVIII)	Data revolution and statistical development
		972 (LIII)	African Continental Free Trade Area

**Component 2
Subregional activities in West Africa**

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

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

1/CP.21 Adoption of the Paris Agreement

**Component 3
Subregional activities in Central Africa**

General Assembly resolutions

[61/234](#) Enhancing the role of the subregional offices of the Economic Commission for Africa

Economic and Social Council resolutions

2008/18 Promoting full employment and decent work for all

Economic Commission for Africa resolutions

671 (XXV) A	Establishment of an Economic Commission for Africa	975 (LIII)	Sustainable industrialization and diversification of Africa in the digital era in the context of the coronavirus disease pandemic
862 (XLII)	Enhancing domestic resource mobilization		
972 (LIII)	African Continental Free Trade Area		
973 (LIII)	Data and statistics		

Component 4
Subregional activities in East Africa

Economic and Social Council resolutions

2011/43 Support to the Republic of South Sudan

Component 5
Subregional activities in Southern Africa

General Assembly resolutions

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

Subprogramme 8
Economic development and 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
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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 and Planning

Subprogramme 9
Poverty, inequality and social policy

General Assembly resolutions

65/234	Follow-up to the International Conference on Population and Development beyond 2014	72/146 75/224	Policies and programmes involving youth 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)
65/312	Outcome document of the High-level Meeting of the General Assembly on Youth: Dialogue and Mutual Understanding		
71/256	New Urban Agenda		
72/144	Follow-up to the Second World Assembly on Ageing		

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

Economic Commission for Africa resolutions

940 (XLIX) International migration in Africa

Deliverables

18.17 Table 18.1 lists all cross-cutting deliverables of the programme.

Table 18.1

Cross-cutting deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
A. Facilitation of the intergovernmental process and expert bodies				
Substantive services for meetings (number of three-hour meetings)	5	8	8	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	1	1
3. Meetings of the Regional Coordination Platform for Africa	–	2	2	2
4. Meetings of the Fifth Committee	–	1	1	1
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. Overview of economic and social conditions in Africa to the Conference of African Ministers of Finance, Planning and Economic Development and the ECA Committee of Experts	–	1	1	1
8. African Union-United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development	2	2	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: advocacy and advice for the implementation of the African Union-United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda.				
D. Communication deliverables				
Outreach programmes, special events and information materials: Information materials focused on regional integration and emerging socioeconomic issues for awareness-raising with Member States.				

Evaluation activities

18.18 The following evaluations completed in 2021 have guided the proposed programme plan for 2023:

- Office of Internal Oversight Services (OIOS) evaluation of the Macroeconomic and Governance Division;
- Evaluation on the capacity-building programme on the compilation and application of environmentally extended supply-use tables in Africa (Development Account project);
- Evaluation on support for boosting Intra-African trade (African Trade Policy Centre);
- Joint Inspection Unit (JIU) report on the review of United Nations system support for landlocked developing countries to implement the Vienna Programme of Action ([JIU/REP/2021/2](#));
- JIU report on business continuity management in United Nations system organizations ([JIU/REP/2021/6](#)).

18.19 The results and lessons of the evaluations referenced above have been taken into account for the proposed programme plan for 2023. For example, in the evaluation of subprogramme 1, OIOS observed the need for ECA to strengthen subprogramme-wide performance monitoring because of a perceived gap in recording the results achieved. Similarly, an internal evaluation of the programme

on support for boosting intra-African trade under subprogramme 2 found out that there was a need to put in place robust institutionalized results-based management and monitoring/reporting systems. In response to those findings and recommendations, both subprogrammes have been aiming to strengthen their monitoring, reporting and evaluation processes, through targeted training in results-based management specifically conceived and delivered by ECA and cross-divisional quarterly accountability and programme performance review meetings.

18.20 The following evaluations are planned for 2023:

- (a) Evaluation on migration statistics and skills recognition in Africa for implementing the Global Compact for Safe, Orderly and Regular Migration;
- (b) Evaluation on regional and national natural resources-based industrialization policies for inclusive and sustainable development in Southern Africa;
- (c) Evaluation of the effectiveness and efficiency of ECA subprogramme level monitoring and reporting regimes;
- (d) Evaluation of the ECA partnership strategy and its outcomes.

Programme of work

Subprogramme 1

Macroeconomic policy and governance

Objective

18.21 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

18.22 To contribute to the objective, the subprogramme will:

- (a) Publish policy-relevant knowledge products underpinned by cutting-edge research;
- (b) Support member States to honour their national and international development commitments by tracking progress in the implementation of the 2030 Agenda and Agenda 2063 and customizing policy-relevant tools such as the integrated planning and reporting toolkit, to assist countries in the design, implementation and monitoring of their national development plans;
- (c) Provide tailor-made support to expedite the graduation of African countries from the least developed country classification. This will involve influencing the substantive content and 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;
- (d) Build the capacity of member States to design and implement policy frameworks that promote transparency and accountability in public financial management and optimize resource mobilization and allocation;
- (e) Convene platforms for policy dialogue on matters related to macro policy, economic governance and development planning and contribute to the organization of the annual session of the Conference of African Ministers of Finance, Planning and Economic Development;
- (f) Continually innovate ECA macromodelling tools to support evidence-based policymaking and strengthen the capacity of policymakers to predict and assess the macro impacts of economic shocks, including those posed by the COVID-19 pandemic.

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

- (a) A more coordinated and integrated policy design and implementation by member States;
- (b) The accelerated and sustainable graduation of African least developed countries;
- (c) More robust evidence-based policymaking by member States;
- (d) Increased mobilization of domestic and international resources by member States for development and investment in priority areas;
- (e) Improved debt management and reduced debt vulnerabilities among member States.

Programme performance in 2021

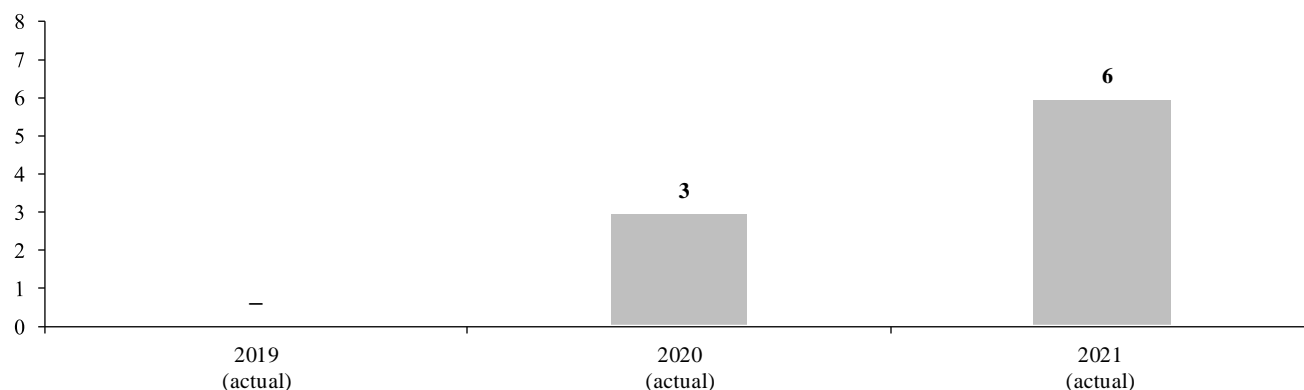
Strengthened evidence-based macroeconomic policymaking capacity of Member States for effective COVID-19 response

18.24 The COVID-19 pandemic, which triggered one of the deepest global recessions, caused unprecedented economic challenges, especially for emerging and developing economies. Addressing these challenges required evidence-based policy responses. In this context, the subprogramme contributed to improving the capacity of member States to evaluate the impact of COVID-19 on national economies using macroeconomic models and inform evidence-based policymaking that responds to the pandemic and facilitates economic recovery. It provided technical support to Kenya, the Niger and Senegal in 2021 to customize the ECA macroeconomic model and trained national policymakers in integrating the elements of assessing the socioeconomic impact of COVID-19. In addition, ECA organized a macroeconomic modelling workshop for policymakers to share experiences on impact evaluation of COVID-19 response programmes. In Kenya, the subprogramme conducted a customized modelling capacity-building workshop. In the Niger and Senegal, the subprogramme organized inception meetings where preliminary model forecasting results were presented to policymakers, taking into consideration their specific country performances and their responses to the COVID-19 pandemic.

18.25 Progress towards the objective is presented in the performance measure below (see figure 18.I).

Figure 18.I

Performance measure: number of countries with increased evidence-based macroeconomic policymaking capacity to address the impact of COVID-19 (cumulative)



Planned results for 2023

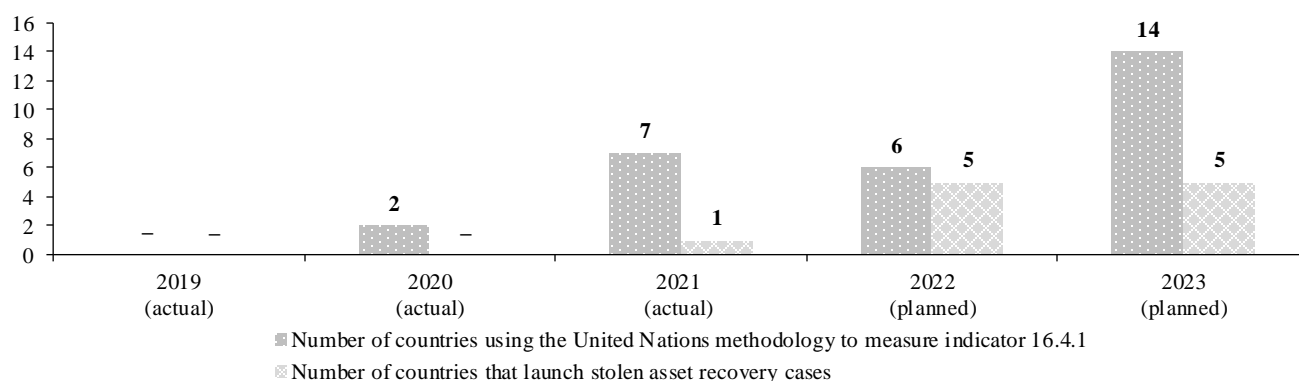
Result 1: curbing illicit financial flows to enhance domestic resource mobilization

Programme performance in 2021 and target for 2023

- 18.26 The subprogramme's work contributed to five additional member States establishing the capacity to curb illicit financial flows, which exceeded the planned target of four countries using the United Nations methodology to measure Sustainable Development Goals indicator 16.4.1.
- 18.27 The subprogramme's work also contributed to one country launching stolen asset recovery cases, which did not meet the planned target of three countries. The target was not met mainly owing to the complexity and multiplicity of processes involved, including legal processes, and the fragmented nature of the applicable asset recovery frameworks.
- 18.28 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 18.II).

Figure 18.II

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



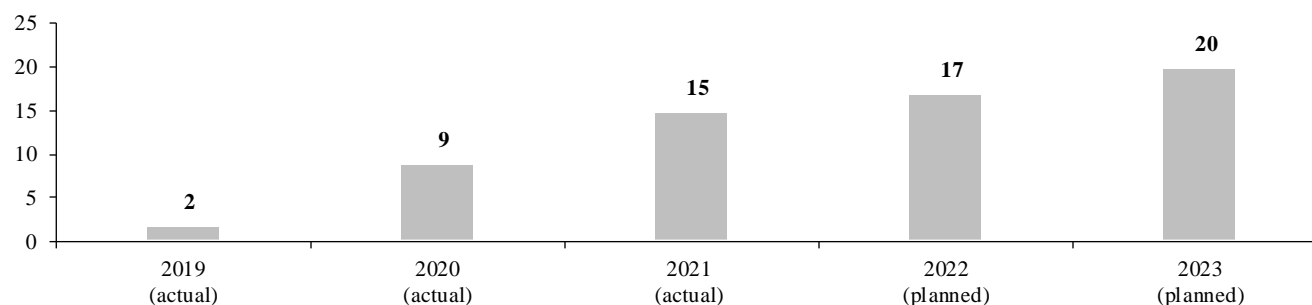
Result 2: improved capacity in development planning for sustainable development and structural transformation in Africa

Programme performance in 2021 and target for 2023

- 18.29 The subprogramme's work contributed to the deployment and adoption of the integrated planning and reporting toolkit in an additional six countries bringing the cumulative total to 15, which exceeded the planned target of 14 countries.
- 18.30 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 18.III).

Figure 18.III

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



Result 3: strengthened debt management capacities of countries for resilient recovery

Proposed programme plan for 2023

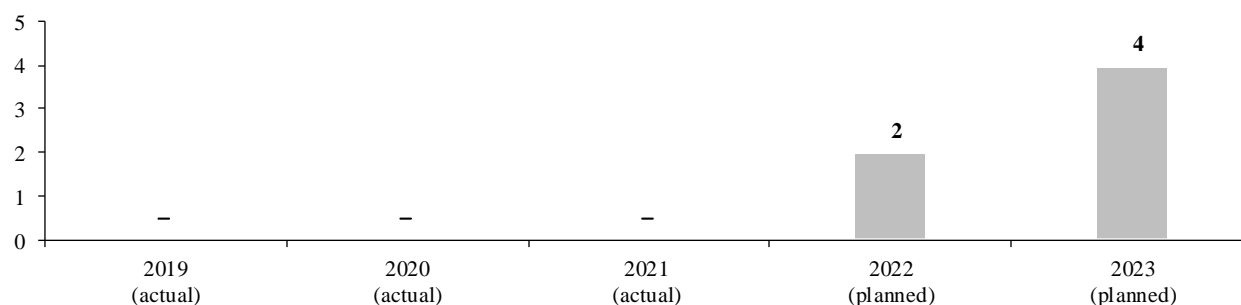
- 18.31 Africa's debt-to-gross development product (GDP) ratio has increased significantly since 2000, while domestic revenue mobilization remained stagnant during the same period. COVID-19 has worsened the continent's situation, which was already fiscally constrained before the pandemic, exacerbated by high debt-to-GDP ratios, high fiscal deficits and high borrowing costs, exposing the continent to severe macroeconomic vulnerabilities and instability. The subprogramme had carried out activities and produced knowledge products supporting member States in their domestic resource mobilization efforts, however comprehensive work has not been done to strengthen Africa's debt management capacities to ensure a resilient recovery from COVID-19.

Lessons learned and planned change

- 18.32 The lesson for the subprogramme was the need to meet an increased demand for technical capacity development support to strengthen countries' revenue mobilization drives, together with debt management and revenue collection. In applying the lesson, the subprogramme will improve the technical capacity of member States to engage effectively in financial and debt management discussions with the international community with regard to their mitigation and recovery strategies. Furthermore, the subprogramme will support countries to use debt management and debt sustainability performance indicators, such as by providing technical support in developing and implementing debt management strategies and policies.
- 18.33 Expected progress towards the objective is presented in the performance measure below (see figure 18.IV).

Figure 18.IV

Performance measure: number of policy interventions related to financial and debt management developed and/or implemented (cumulative)



Deliverables

18.34 Table 18.2 lists all deliverables of the subprogramme.

Table 18.2

Subprogramme 1: deliverables for the period 2021–2023, by category and subcategory

<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
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 the ECA Committee of Experts	1	1	1	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	6	4	11	8
2. On countering illicit financial flows from Africa	1	1	1	–
3. On the use of the ECA macroeconomic model for selected countries	4	2	4	3
4. On the integrated planning and reporting toolkit	–	–	5	3
5. 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
6. On strengthening the capacity of member States in public finance	–	–	–	1
Seminars, workshops and training events (number of days)	2	2	2	3
7. Workshop on macroeconomic modelling for African policymakers and experts	2	2	2	2
8. Training event on public finance and development and planning in Africa (policy dialogue)	–	–	–	1
Publications (number of publications)	3	3	2	2
9. Africa Sustainable Development Report	1	1	1	1
10. Economic Report on Africa	1	1	1	1
11. Economic Governance Report	1	1	–	–
Technical materials (number of materials)	10	10	10	8
12. On emerging economic issues and challenges to growth and development in Africa	3	3	3	2
13. Policy briefs on emerging issues related to macroeconomic analysis, economic governance and public finance	3	3	3	2
14. 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 advice 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. Advisory services to regional and continental bodies (e.g., Economic Community of West African States (ECOWAS), AfCFTA and the African Union).				
D. Communication deliverables				
Outreach programmes, special events and information materials: annual African Economic Conference; Pan-African Conference on Illicit Financial Flows and Taxation.				
Digital platforms and multimedia content: multimedia content on development planning, the 2030 Agenda and Agenda 2063.				

Subprogramme 2

Regional integration and trade

Objective

- 18.35 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 investment.

Strategy

- 18.36 To contribute to the objective, the subprogramme will:
- (a) Continue to work with the African Union (the African Union Commission, the regional economic communities, the African Union Development Agency of the New Partnership for Africa's Development and the AfCFTA secretariat), resident coordinator offices and UNCTAD and with development partners to provide advisory services and technical support to member States on market access and business opportunities from AfCFTA to minimize potential adverse effects (import surges, dumping, customs revenue loss risks) in the context of AfCFTA and multilateral and bilateral trade issues, including related to the World Trade Organization, such as regional trade protocols, the African Growth and Opportunity Act and economic partnership agreements;
 - (b) 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 Accelerated Industrial Development of Africa, contributing to the achievement of Sustainable Development Goal 9, and provide technical support to member States;
 - (c) Provide training (with a particular focus on landlocked developing countries and regional economic communities) related to the implementation of existing regional cooperation and provide technical assistance for the implementation of the African Digital Transformation Strategy;
 - (d) Provide advisory services and technical assistance to member States and regional economic communities on regional integration, national, regional and continental competition policies, intellectual property policies and measures for investment facilitation;
 - (e) Provide advisory services and training for negotiators on the Agreement Establishing AfCFTA in the light of the second phase of issues related to the Agreement;
 - (f) Disseminate evidence-based analysis with recommendations for responding to the impacts of COVID-19 on trade and provide support to requesting member States in their efforts to implement these recommendations.
- 18.37 The above-mentioned work is expected to result in:
- (a) Countries implementing the recommendations contained in their respective AfCFTA strategies in order to better harness the benefits of the Agreement;
 - (b) More coherent, coordinated and responsive interfaces between AfCFTA and the free trade areas and customs unions of the regional economic communities;
 - (c) More coherent trade and industrialization policies aligned with the 2030 Agenda and Agenda 2063;
 - (d) Accelerated industrialization and increased diversification of productive capacities and production patterns;
 - (e) Reduced transaction risks and intermediation costs for member States;

- (f) An improved business environment characterized by enhanced opportunities for private sector operators to leverage transboundary opportunities and improved market access conditions for African exports;
- (g) Informed policy decisions by member States and advocacy efforts around continental strategic initiatives such as AfCFTA.

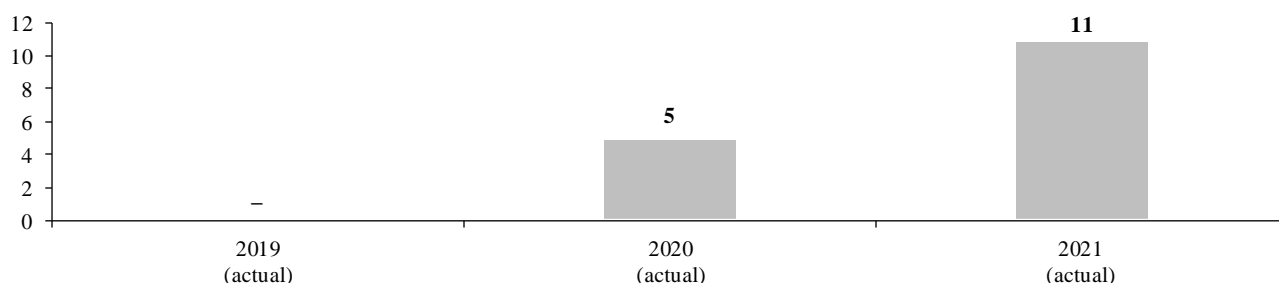
Programme performance in 2021

Strengthened capacity of women entrepreneurs to access finance and investment through AfCFTA in the context of COVID-19

- 18.38 Following the start of trading under AfCFTA on 1 January 2021 and in support of the AfCFTA secretariat's mandate, the subprogramme continued to provide technical support for the business competitiveness of women in SMEs to allow them to recover in a post-pandemic context. Trade through AfCFTA is potentially a powerful tool to tackle the dent that the pandemic left on the targeted group, which was disproportionately hit compared with businesses led by men. The subprogramme engaged in knowledge-sharing and training on the potential advantages of AfCFTA and in building the capacities of women in SMEs in the subregional rules and payment system mechanism, the discovery of various sources of funding and mentorship. The women entrepreneurs were empowered to participate in policymaking dialogues. Their recommendations contributed to creating policies that aim to increase SME productivity and create job opportunities for women entrepreneurs.
- 18.39 Progress towards the objective is presented in the performance measure below (see figure 18.V).

Figure 18.V

Performance measure: number of policy recommendations adopted on trade policy issues that were proposed by women entrepreneurs, traders and organizations in the context of COVID-19 (cumulative)



Planned results for 2023

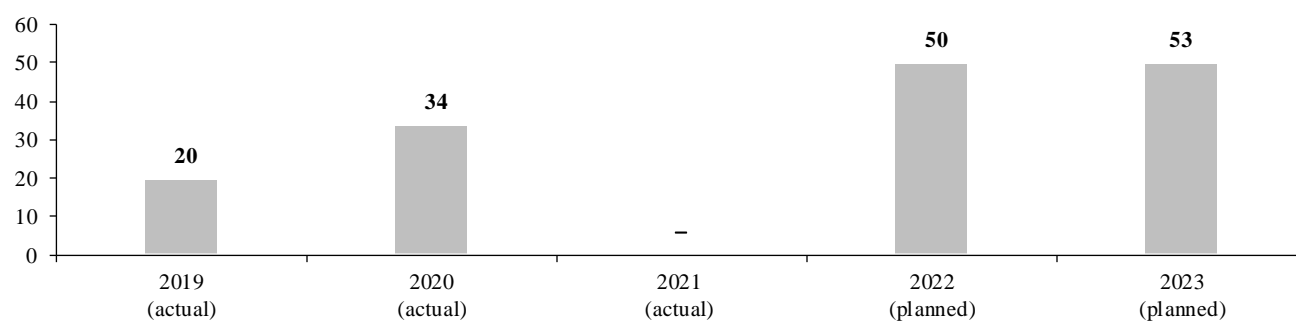
Result 1: making the most of the African Continental Free Trade Area

Programme performance in 2021 and target for 2023

- 18.40 The subprogramme's work contributed to 34 countries increasing their ratio of intra-African trade to total trade, which did not meet the planned target of 35 countries in 2020. The target was not met owing to the delay in the start of trading under AfCFTA, originally scheduled for 1 July 2020 and delayed to 1 January 2021 because of the impact of COVID-19.
- 18.41 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 18.VI).

Figure 18.VI

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



^a Owing to the impact of the COVID-19 pandemic, the actual data for 2021 is not yet available to compare against the planned target of 45 countries increasing the ratio of their intra-African trade to their total trade.

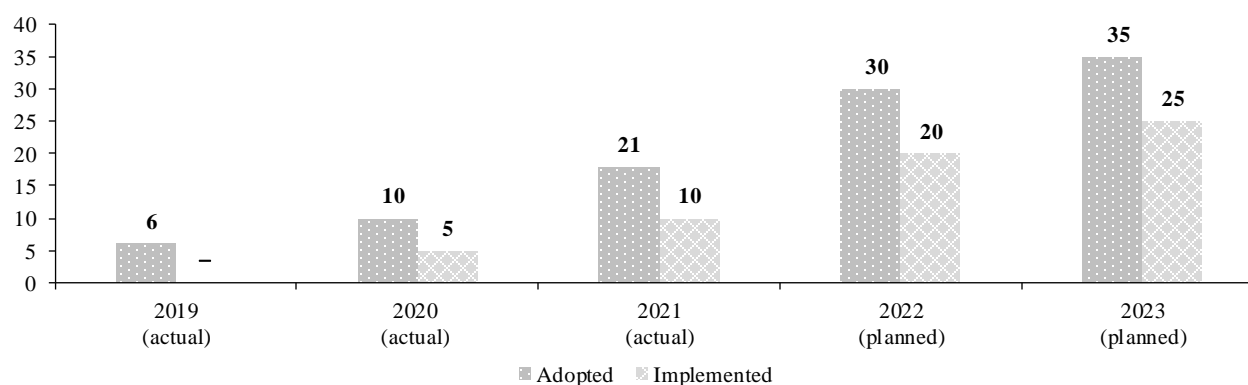
Result 2: member States adopt and implement recommendations for increasing regional integration

Programme performance in 2021 and target for 2023

- 18.42 The subprogramme's work contributed to 21 member States adopting recommendations from the report entitled *Assessing Regional Integration in Africa X: Africa's Services Trade Liberalization and Integration under the AfCFTA*,³ which exceeded the planned target of 20 member States.
- 18.43 The subprogramme's work also contributed to 10 member States implementing recommendations from the report, which met the planned target.
- 18.44 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 18.VII).

Figure 18.VII

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



Result 3: strengthened capacities of member States for inclusive and equitable development in the pharmaceutical sector

Proposed programme plan for 2023

- 18.45 Medicines consume a large proportion of the health-care budgets of African nations. Reasons for this include inefficient models for procuring pharmaceuticals, long lead times for international

³ United Nations publication, 2022.

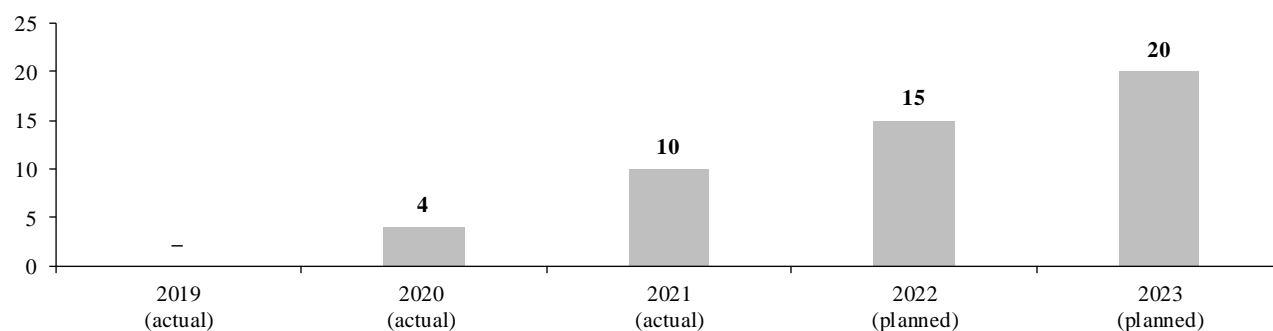
orders, high costs for transport and distribution, poor capacity in logistics and storage, limited public finances and gaps in the global and local production of medicines. ECA has been developing a scalable and sustainable pharmaceutical framework for action. The intended high-level improvements are increased trade in manufactured goods between African countries, more affordable medicines and the creation of much-needed fiscal space for Governments in an era of rising debts.

Lessons learned and planned change

- 18.46 The lesson for the subprogramme was that, to address the above-mentioned challenges faced by member States, it needed to focus more on the implementation of evidence-based policies proposed by ECA. In applying the lesson, the subprogramme will put more emphasis on offering advisory services and technical assistance upon request to member States and pan-African institutions for the implementation of strategic and technical solutions such as domesticating AfCFTA provisions; developing national AfCFTA implementation plans; developing a regional implementation strategy; collaborating with the private sector to implement the AfCFTA sensitization and advocacy strategies; and inclusion of those who are vulnerable in AfCFTA.
- 18.47 Expected progress towards the objective is presented in the performance measure below (see figure 18.VIII).

Figure 18.VIII

Performance measure: number of member States that implemented recommendations on inclusive and equitable development in the pharmaceutical sector (cumulative)



Deliverables

- 18.48 Table 18.3 lists all deliverables of the subprogramme.

Table 18.3

Subprogramme 2: deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	3	1	2	1
1. Report on the session of the Committee on Private Sector Development, Regional Integration, Trade, Infrastructure, Industry and Technology	1	—	—	—
2. Updates on the status of international and intra-African trade for the Committee on Private Sector Development, Regional Integration, Trade, Infrastructure, Industry and Technology	1	—	1	—
3. Report on the status of implementation of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024 for the Conference of African Ministers of Finance, Planning and Economic Development	1	1	1	1

Section 18 Economic and social development in Africa

<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
Substantive services for meetings (number of three-hour meetings)	3	–	3	–
4. Meetings of the Committee on Private Sector Development, Regional Integration, Trade, Infrastructure, Industry and Technology	3	–	3	–
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	4	7	8	5
5. 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. On accelerating the African trade integration agenda through ratification and effective implementation of the Agreement Establishing AfCFTA	–	1	1	–
7. On inclusive and equitable African trade arrangements	1	1	1	1
8. On deepening African trade integration through effective implementation of the Agreement Establishing AfCFTA	–	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. On the trade model	–	1	1	1
11. On operationalization of the Agreement Establishing AfCFTA: strategic interventions in investment, services competition policy, digitalization, regional trade and integration	1	1	1	1
12. On the opportunities created by AfCFTA for the pooled procurement of essential drugs and products and local pharmaceutical production for the continent	1	1	1	–
Seminars, workshops and training events (number of days)	10	10	10	10
13. Training events 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	10	10	10	10
Publications (number of publications)	2	3	3	3
14. 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. On assessing regional integration in Africa	–	1	1	1
16. On revisiting policy, legislation and institutions for industrial development in Africa	1	1	1	1
Technical materials (number of materials)	1	4	4	4
17. On investments	–	1	1	1
18. On topical international and intraregional trade issues	1	1	1	1
19. On the African Union integration agenda	–	1	1	1
20. 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 NEPAD and the Framework for a Renewed United Nations-African Union Partnership on Africa's Integration and Development Agenda 2017–2027; analytical advice for implementation of the Vienna Programme of Action.				
Databases and substantive digital materials: observatory on regional integration in Africa.				
D. Communication deliverables				
Outreach programmes, special events and information materials: information 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: content for the subprogramme's social media accounts on regional integration and trade.				

Subprogramme 3

Private sector development and finance

Objective

- 18.49 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

- 18.50 To contribute to the objective, the subprogramme will:
- (a) Produce knowledge products with policy recommendations, offer advisory services and technical assistance and convene member States in areas of particular importance for accelerating agricultural development and food systems transformation, including regionally integrated agricultural value chains, climate change management, risk management, agribusiness and agro-industrial development, including agro-poles, intra-African trade, food security and nutrition, food safety and land governance;
 - (b) Support member States in implementing the African Union Declaration on Land Issues and Challenges in Africa and other associated commitments by working with the African Union Commission and the African Development Bank (AfDB) to achieve the Sustainable Development Goals and Agenda 2063. In particular, support regional economic communities, African universities and research institutions and civil society organizations towards knowledge generation and technical and advisory services to improve land tenure security for land users, especially women, reduce youth marginalization and create an enabling environment for responsible land-based investments by the private sector in land-related sectors such as agriculture and infrastructural development to boost energy and transport for successful implementation of AfCFTA;
 - (c) Work with the African Union Commission, the African Union Development Agency, AfDB and regional economic communities to operationalize the second priority plan of the Programme for Infrastructure Development in Africa and assist with technical analysis in the context of AfCFTA, and to promote the African air transport market, improve road safety and digitalize the continent's infrastructure;
 - (d) Support the development of home-grown solutions for Africa by stepping up its work with member States, regional partners and international organizations in developing best practices in public-private partnership models that attract private sector participation and investment in energy and infrastructure, and advocating capital support for existing and new rail projects in Africa;
 - (e) Collaborate 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 that enable African economies;
 - (f) 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 firms and financial institutions;
 - (g) Provide technical assistance and disseminate best practices to member States to identify priority growth sectors and develop and implement policies, strategies and programmes to improve their competitiveness, attract investment and stimulate entrepreneurship;
 - (h) Support member States in developing and deepening their domestic debt markets as a sustainable method for mobilizing additional resources for development financing needs, allowing Governments to maintain fiscal stability and reduce their debt burden and their

reliance on foreign debt borrowing, which puts economies under strain, in particular for countries exposed to currency risks;

- (i) Promote economic and financial empowerment of African women entrepreneurs and assist women fund managers in developing an innovative financing platform that will promote the growth of women-owned or women-led companies and crowd in capital for supporting member States in making progress towards Sustainable Development Goals 1, 5, 8, 9, 11 and 17.

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

- (a) An improved standing of Africa in the global business environment rankings;
- (b) A business climate conducive to improved access to markets and a diversified investor base with an increased appetite for domestic currency debt markets;
- (c) Mobilized capital, both domestically and internationally, including through venture capital, private equity and impact investment;
- (d) Improved competitiveness, productivity, value addition and trade in agricultural goods and services and accelerated food systems transformation towards inclusive, resilient and nutrition-oriented systems;
- (e) Enhanced private sector role and land-based investments in agriculture and other sectors that promote women and youth entrepreneurship and safeguard the rights of local communities and the environment;
- (f) Improved policy and regulatory reforms following the African Union framework and guidelines on land policy in Africa and the guiding principles for large-scale land-based investments in Africa, and effective land administration;
- (g) Increased energy access by member States, the implementation of innovative financing for energy and infrastructure for the transformation of Africa, advocacy for the African position at the global level and the development of regional responses;
- (h) Increased efficiency and safety of the African transport sector, including through cheaper finance from the private sector to support rail stock procurement, and reduced road fatalities and injuries and cost of road accidents to the African economies;
- (i) Improved coping and recovery capacity from COVID-19 for member States at the national and regional levels, in particular in the African transport and energy sectors.

Programme performance in 2021

Strengthened food systems of African countries through a common position inspired by the United Nations Food Systems Summit

- 18.52 To accelerate the implementation of the decade of action and delivery for sustainable development, the Secretary-General convened a United Nations Food Systems Summit to build consensus on the future direction for global food systems. The platform provided an opportunity for African countries to renew commitments and sustain the momentum towards achieving the goals and objectives of Africa-based frameworks for promoting food systems and agricultural transformation. In this regard, the subprogramme partnered with the African Union Commission and the African Union Development Agency and convened the member States and key stakeholders towards developing a common African position on the Food Systems Summit. The African common position on food systems was rigorously reviewed by stakeholders, including by the ECA-led regional dialogue on African food systems held at the Africa Regional Forum on Sustainable Development, and ultimately presented to the Summit by the Chair of the African Union. The subprogramme contributed to global advocacy on food systems through a global policy brief on the Summit, which served as a basis for advocacy at the Summit and a road map for implementing its decisions. As a result of the awareness-

raising efforts, 42 African countries initiated regional or national dialogues resulting in national food system transformation strategies.

18.53 Progress towards the objective is presented in the performance measure below (see table 18.4).

Table 18.4
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)
–	Member States requested United Nations Headquarters to engage with the regional commissions in organizing regional dialogues for the preparation of the United Nations Food Systems Summit	The African common position for the Food Systems Summit was developed, endorsed by the African Union Specialized Technical Committee on Agriculture, Rural Development, Water and Environment and presented at the Summit by the Chair of the African Union. It served as a basis for strategic transformations for 42 African countries that held national dialogues and developed food systems transformation strategies

Planned results for 2023

Result 1: enhanced investment in energy infrastructure through land policy reforms

Programme performance in 2021 and target for 2023

- 18.54 The subprogramme's work contributed to seven countries reviewing regulatory and non-regulatory barriers for energy sector development, especially those related to land, which did not meet the planned target of four countries aligning their land policies with the energy sector. The target was not met owing to COVID-19 pandemic-related restrictions on travel, which limited the subprogramme's ability to conduct in-person capacity-building, advisory services and progress monitoring in the targeted countries.
- 18.55 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 18.5).

Table 18.5
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
–	10 countries reviewed their power sector regulatory frameworks and identified non-energy barriers affecting their implementation	Seven countries reviewed their regulatory and non-regulatory barriers to energy sector development, especially those related to land	Three additional countries harmonize land and energy policies and strategies	One additional country harmonizes land and infrastructure policies and strategies

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
		Three countries were identified to form part of the study to align land and energy policies and strategies		

Result 2: increased access to financing for infrastructure development through public-private partnerships

Programme performance in 2021 and target for 2023

- 18.56 The subprogramme's work contributed to a scoping study on public-private partnerships in Africa to identify the bottlenecks and constraints in advancing their sustainable implementation, which did not meet the planned target of harmonization of private-public partnership frameworks in six countries in line with countries' private-public partnership laws and at least three countries implementing North-South and South-South private-public partnerships in infrastructure projects. The target was not met owing to COVID-19-related travel restrictions, which limited the ability of the subprogramme to provide in-person advisory services, activity implementation and monitoring.
- 18.57 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 18.6).

Table 18.6
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
North-South and South-South private-public partnership cooperation agreements for project development and technology transfer are 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 are in place in six member States (Cameroon, Côte d'Ivoire, Kenya, Malawi, Uganda and Zambia)	South Africa, Kenya and Mozambique determined their current status and planned trajectory for private-public partnerships	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	Six member States have access to capacity-building programmes instituted for private-public partnership units African forum for private-public partnerships is established

Result 3: enhanced capacity of member States to design and implement policies to improve the business environment

Proposed programme plan for 2023

- 18.58 Domestic resource mobilization is essential to finance the continent's sustainable development agenda and reduce the need for external financing, which has declined significantly since the COVID-19 pandemic. Vibrant financial markets also play a crucial role in channelling resources to productive investments and fostering growth. The subprogramme undertook capacity development with universities in Cameroon, Ghana, Morocco, Namibia, Senegal, South Africa and the United

Republic of Tanzania and supported curricula development in Kenya. It offered technical assistance on investments in agriculture and mainstreaming a gender perspective in land and agricultural policies in the Democratic Republic of the Congo, Guinea and Malawi. Lastly, the subprogramme assisted in the promotion of value chains in accordance with African Union and ECA guidelines in Zambia and Zimbabwe and assisted on issues related to land governance in the East African Community and land and investments in the Common Market for Eastern and Southern Africa (COMESA).

Lessons learned and planned change

- 18.59 The lesson for the subprogramme was that to increase investor confidence in long-term project financing, it is vital to build coalitions and engage with high-level champions for successful advocacy to enhance the business environment for private sector investments in food systems, agriculture, land, energy and infrastructural services. In applying the lesson, the subprogramme will increase its efforts in building coalitions with its partners, including the African Union Commission, the African Union Development Agency, United Nations agencies and others to accelerate the design, adoption and implementation of policies for enhanced private sector investments in target sectors. Furthermore, the subprogramme's work will evolve to include developing programmes and policies to assist countries in developing and structuring innovative financing instruments and strengthen institutional capacity to improve domestic markets.

- 18.60 Expected progress towards the objective is presented in the performance measure below (see table 18.7)

Table 18.7

Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
—	—	<p>African common position for the United Nations Food Systems Summit adopted by the African Union Commission</p> <p>The African Union Specialized Technical Committee on Agriculture, Rural Development, Water and Environment decision/endorsement of position paper and outcome of Summit</p> <p>Regional dialogue on African food systems organized</p> <p>Global policy paper on Food Systems Summit</p>	<p>Two member States improve the business enabling environment for attracting investments in critical areas of food systems, agriculture and land</p> <p>12 member States and regional economic communities design policies, strategies and programmes to address key land governance-related challenges</p> <p>One member State designs policies, strategies and programmes to enhance private sector investments that boost food systems, in particular</p>	<p>Two additional member States implement policies in line with the outcomes of the African Union Specialized Technical Committee on Agriculture, Rural Development, Water and Environment on the Food Systems Summit</p>

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
			agribusiness, agro-industries and value chains	

Deliverables

18.61 Table 18.8 lists all deliverables of the subprogramme.

Table 18.8

Subprogramme 3: deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	4	–	2
1. Report for the Conference of African Ministers of Finance, Planning and Economic Development on recent private sector developments in Africa	–	1	–	1
2. Report for the Committee on Private Sector Development, Regional Integration, Trade, Infrastructure, Industry and Technology	1	3	–	1
Substantive services for meetings (number of three-hour meetings)	–	2	3	1
3. Committee on Private Sector Development, Regional Integration, Trade, Infrastructure, Industry and Technology	–	2	3	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	12	11	15	16
4. On market access and private sector financing, investment and partnerships	4	3	5	6
5. On land, agribusiness, land-based investment and infrastructure	8	8	10	10
Seminars, workshops and training events (number of days)	23	10	40	19
6. Training events on value chains, land, agribusiness, land-based investment and infrastructure	20	10	35	10
7. Training events on market access and private sector financing, investment and partnerships	3	–	5	8
8. Workshop on infrastructure investment for African and United States of America investors (annual retreat)	–	–	–	1
Publications (number of publications)	5	10	9	2
9. On implications of AfCFTA for energy in Africa	–	–	–	1
10. On the regulatory framework for private sector investment in the energy sector	1	–	–	–
11. On public-private partnership frameworks in Africa	1	–	1	–
12. On the socioeconomic benefits of a single African sky system	–	–	1	–
13. On land, agribusiness, land-based investment and infrastructure	3	2	7	1
14. On pension fund reforms and developing robust pension fund savings	–	1	–	–
15. On enabling regulatory regimes to promote private sector investment in the power markets	–	7	–	–
Technical materials (number of materials)	7	3	7	8
16. On market access and private sector financing, investment and partnerships	2	–	1	1
17. On land, agribusiness, land-based investment and infrastructure	4	2	5	6
18. On energy access for the high-level political forum on sustainable development	1	1	1	1

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
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C. Substantive deliverables

Consultation, advice and advocacy: advisory services to three universities in three countries on the review of curricula on agriculture and land governance in Africa and to four member States on policy, legal and institutional reforms to support women's land tenure security and entrepreneurship; advice on mainstreaming a gender perspective in land and agriculture policies and programmes, for the adoption of guidelines on the development of agro-poles, mainstreaming national agricultural, industrial and trade policy in AfCFTA strategies, promoting healthy and nutritious food, and improving risk management for building resilience; advocacy for 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; advice to member States on the issuance of bonds in Africa to enhance environmental sustainability and development finance in Africa; the African financial summit on the margins of the National Association of Securities Professionals; the annual African Private Equity and Venture Capital Conference; the conference on land policy in Africa; the policy dialogue to facilitate the establishment of a consortium of pension funds in African member States; 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; high-level policy forums to advocate on behalf of youth in such areas as agribusiness and employment; two high-level policy forums to advocate food safety and ending hunger and improving nutrition; advice on the implementation of the Programme for Infrastructure Development in Africa; policy design and advice to the African Union Specialized Technical Committee on Transport, Transcontinental and Interregional Infrastructures, Energy and Tourism; technical advice on the African continental power system master plan project and the African single electricity market.

Databases and substantive digital materials: toolkit for mapping land-based investment opportunities for agriculture and agribusiness in Africa; interactive map on large-scale land-based investments (including agro-industrial parks).

D. Communication deliverables

Outreach programmes, special events and information materials: information materials on energy infrastructure; capital markets development index.

Subprogramme 4 Data and statistics

Objective

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

Strategy

- 18.63 To contribute to the objective, the subprogramme will:
- (a) 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, and provide technical assistance and training in the design and implementation of national strategies for the development of statistics and national spatial data infrastructure with related integrated geospatial information frameworks;
 - (b) Maintain and regularly update databases that are accessible for public use, ensuring the availability of harmonized statistics and data disaggregated by location on such topics as African economies, demographics, social indicators, the environment and other statistics needed for monitoring and reporting on the implementation of the 2030 Agenda and Agenda 2063;
 - (c) Provide training and make platforms available for the exchange of best practices among member States and their respective statistical agencies;

- (d) Enhance communication about and advocacy for the use of statistics and geospatial information through national celebrations of African Statistics Day, engagement on social media and design and distribution of communication and advocacy materials;
- (e) Provide technical assistance to support national efforts to fast-track the development of a continental strategy for a geospatial response to the COVID-19 pandemic;
- (f) Integrate policy advice and sustained capacity-building activities on data and statistics to support member States to enhance monitoring and reporting on the implementation of the 2030 Agenda and Agenda 2063.

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

- (a) Enhanced capacity and efficiency of national statistical systems in the collection of comparable and harmonized statistics at various levels of disaggregation and improved statistical operations, including the conduct of censuses and survey processing and analysis and dissemination of timely data;
- (b) Improved uptake and use of modern methods, innovative tools and technologies for statistical operations in national statistical systems;
- (c) 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;
- (d) Increased resilience of national statistical systems;
- (e) Increased commitment, investment and ownership of the processes of production, analysis, dissemination and use of statistics and spatial information;
- (f) Enhanced monitoring and reporting on the implementation of the 2030 Agenda and Agenda 2063.

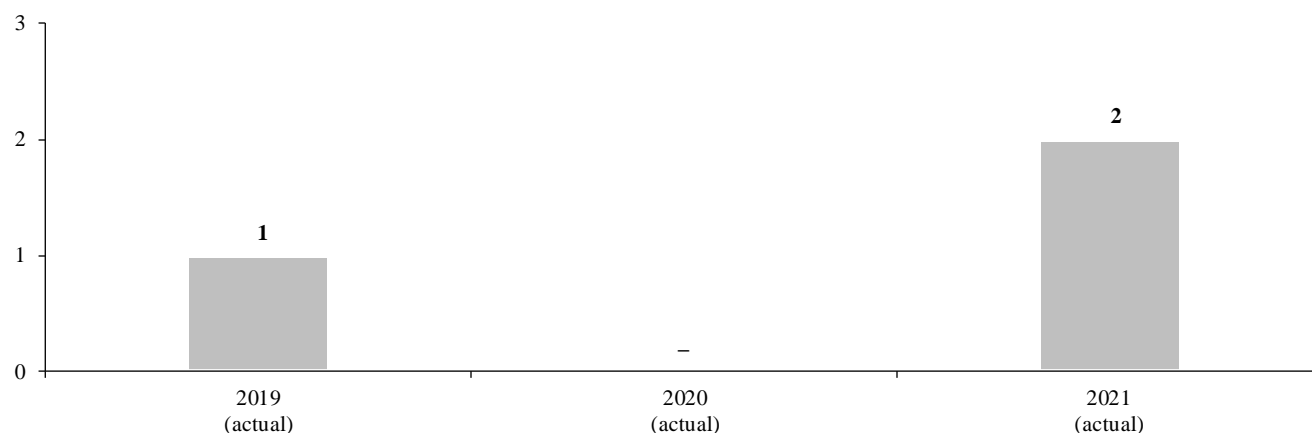
Programme performance in 2021

Reduced time for census taking, from traditional to digital censuses

- 18.65 In past rounds of censuses, manual data collection processes have been lengthy and labour-intensive and came with risks of lower data accuracy and reduced utility of the data. The subprogramme has harnessed technology to improve the timeliness, efficiency and effectiveness of data from censuses in Africa, making them technology driven. It developed digital applications, which were used by Ghana and Sierra Leone. Based on best practices and lessons learned from Ethiopia and Kenya, the first countries previously assisted to convert from manual to digital census systems, the subprogramme developed a digital census services technology ecosystem that comprises a census monitoring dashboard, provisioning tools, operations tracking systems and an electronic census question repository. These applications automatically load the correct documents, questionnaires, manuals, maps and software onto each tablet and ensure distribution to the right enumeration and supervision areas. Electronic dashboards were deployed in Ghana and Sierra Leone to monitor progress and the quality of the census enumeration. A tablet-sharing programme enabled additional countries to use the information technology equipment after those that had completed their censuses. The use of tablets and smartphones contributed to strengthening the production of credible data, statistics and geospatial information in Africa.
- 18.66 Progress towards the objective is presented in the performance measure below (see figure 18.IX).

Figure 18.IX

Performance measure: number of member States that completed digital censuses



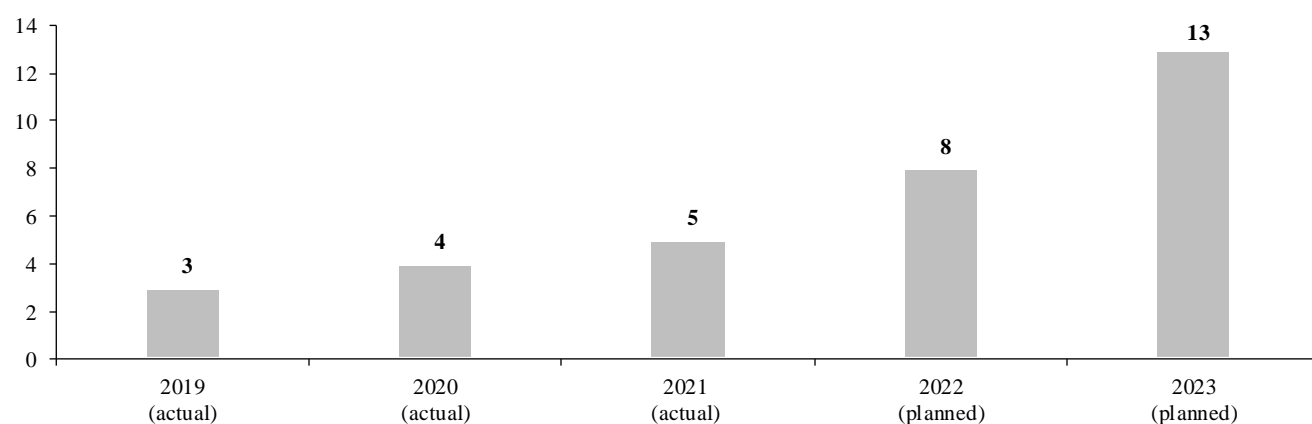
Result 1: increased visibility through civil registration and good legal identity

Programme performance in 2021 and target for 2023

- 18.67 The subprogramme's work contributed to the strengthening and improvement of civil registration systems by providing technical assistance on digitalization, decentralization and advocacy, with five countries registering at least 50 per cent of births within 24 months, which met the planned target.
- 18.68 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 18.X).

Figure 18.X

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



Result 2: enhanced capacities of member States to develop and implement integrated geospatial information frameworks

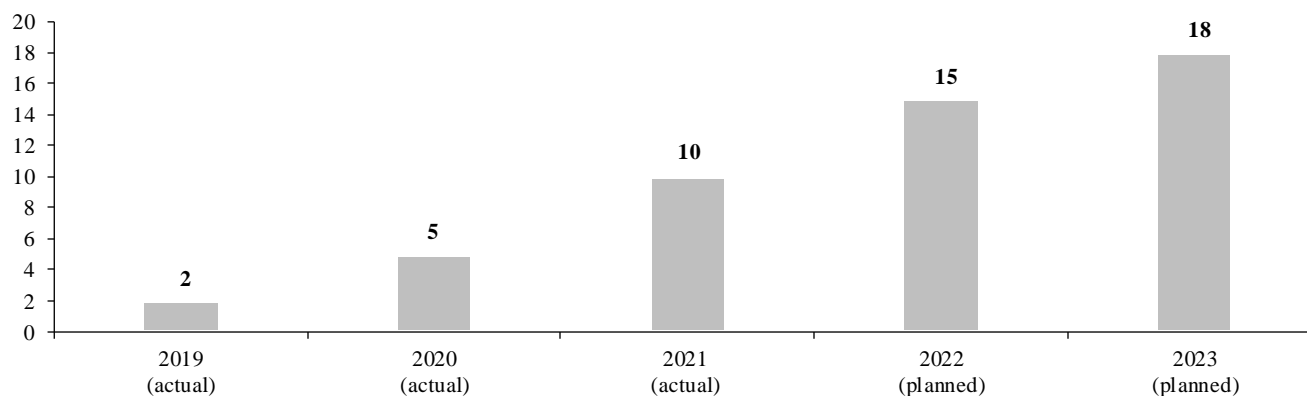
Programme performance in 2021 and target for 2023

- 18.69 The subprogramme's work contributed to enhanced capacities of member States to develop and implement integrated geospatial information frameworks, with 10 countries developing and implementing national action plans on integrated geospatial information frameworks, which met the planned target.

- 18.70 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 18.XI).

Figure 18.XI

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



Result 3: enhanced capacity of member States to transform and modernize their statistical systems

Proposed programme plan for 2023

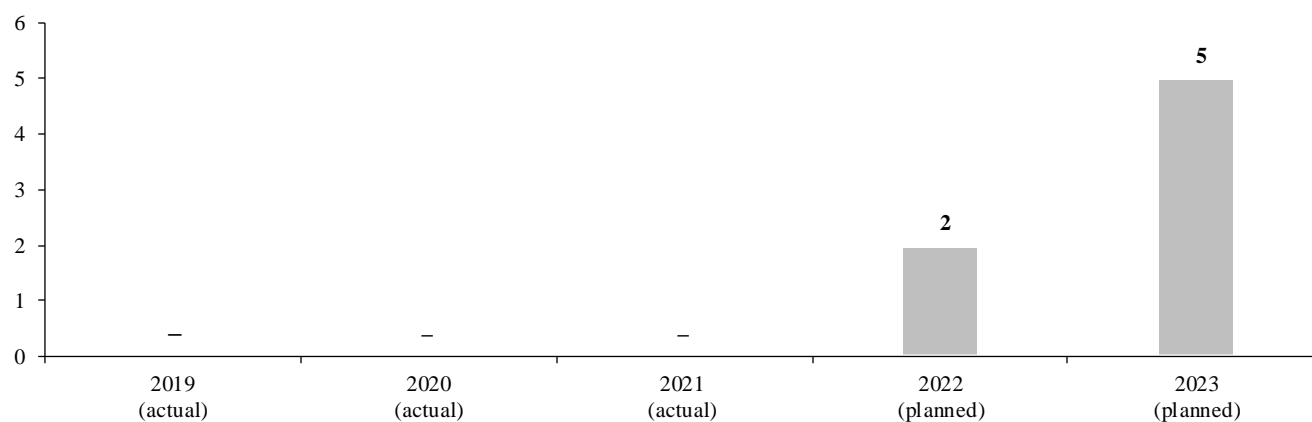
- 18.71 High-quality economic statistics are critical for evidence-based policy and decision-making, tracking member States' progress towards achieving the Sustainable Development Goals and supporting AfCFTA. The subprogramme has enhanced capacity and provided technical support for member States to produce and disseminate harmonized and comparable economic statistics and national accounts in line with international statistical standards. The subprogramme assisted in the compilation of national accounts in member States, focusing mainly on updating and rebasing of GDP, compiling supply-use tables, building the trade-in-value-added model and applications and participation in the global update of the 2008 System of National Accounts.

Lessons learned and planned change

- 18.72 The lesson for the subprogramme was that there was a need to introduce new and alternative ways of doing business to support national statistical offices in addressing the operational challenges brought by COVID-19, including on face-to-face statistical data collection activities in the field. In applying the lesson, the subprogramme will promote and apply the new technologies, including computer-assisted telephone interviewing and telephone surveys, to change the way price data is collected and support member States in implementing the road map on digital transformation and modernization of their official statistics. Countries will be supported in strengthening their consumer price indexes, agriculture statistics, energy statistics and other economic indicators, as well as in transforming their data governance and management methods by digitalizing the data collection, compilation and dissemination process for statistical areas.
- 18.73 Expected progress towards the objective is presented in the performance measure below (figure 18.XII).

Figure 18.XII

Performance measure: number of member States that implemented the road map on digital transformation and modernized official statistics



Deliverables

18.74 Table 18.9 lists all deliverables of the subprogramme.

Table 18.9

Subprogramme 4: deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	–	–	7	3
Reports on:				
1. Statistical capacity development to the Statistical Commission for Africa at its seventh and eighth meetings	–	–	1	–
2. Progress in population and housing censuses to the Statistical Commission for Africa at its seventh and eighth meetings	–	–	1	–
3. State of a gender perspective and social development statistics to the Statistical Commission for Africa at its seventh and eighth meetings	–	–	1	–
4. Integration of geospatial and statistical data to the Statistical Commission for Africa at its seventh and eighth meetings	–	–	1	1
5. Implementation of the 2008 System of National Accounts to the Statistical Commission for Africa at its seventh and eighth meetings	–	–	1	–
6. Implementation of civil registration and vital statistics to the Conference of African Ministers responsible for Civil Registration	–	–	1	1
7. Geospatial information management to the Regional Committee of United Nations Global Geospatial Information Management for Africa at its eighth and ninth meetings	–	–	1	1
Substantive services for meetings (number of three-hour meetings)	8	–	12	16
8. Statistical Commission for Africa	–	–	1	–
9. Conference of African Ministers responsible for Civil Registration	8	–	–	8
10. 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	–

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	20	8	16	15
14. On the agricultural statistics initiative	1	1	1	1
15. On the health statistics initiative	1	–	1	1
16. On the energy statistics initiative	1	1	1	1
17. On the data warehouse	1	1	1	–
18. On the employment statistics initiative	1	–	1	–
19. On the development of supply-use tables, intraregional input-output table and trade-in-value-added model	–	–	–	1
20. On technical assistance on GDP updating and rebasing in member States	–	–	–	1
21. On leading African countries to participate in the global updating and related testing of the 2008 System of National Accounts programme	–	–	–	1
22. On consumer price index data collection, compilation and application	–	–	–	1
23. On development of a trade-in-value-added database for the World Bank trust fund for statistical capacity-building	1	1	1	–
24. African programme on a gender perspective and statistics	1	–	1	–
25. African programme on population and housing censuses	1	–	1	–
26. On the establishment of a digital identity platform for Africa	1	–	1	–
27. On developing geospatial information services in support of the implementation and tracking of the Sustainable Development Goals	1	–	1	1
28. On strengthening the capacities of member States for the implementation of the African Geodetic Reference Frame	1	–	1	1
29. On guidelines for the implementation of the Integrated Geospatial Information Framework	1	–	1	1
30. On the Global Strategy to Improve Agricultural and Rural Statistics (second phase)	1	–	1	1
31. Africa Programme on Accelerated Improvement of Civil Registration and Vital Statistics Systems	1	1	1	1
32. Development of a data science campus	1	1	1	1
33. On support for African countries in the implementation of the 2030 Agenda and Agenda 2063	1	1	–	1
34. Fellowship programme for young African scholars to build their capacity in data and statistics	4	1	1	1
Seminars, workshops and training events (number of days)	55	40	17	82
35. Workshop on statistical data exchange system for national statistical offices	5	–	1	5
36. Training events on statistical leadership for heads and senior experts of national statistical offices and line ministries responsible for the production of statistics	5	5	1	5
37. Workshop on modernizing statistical systems in Africa for the leaders and managers of national statistical offices	5	5	5	5
38. Workshop on population and housing censuses and progress towards the 2021 population and housing censuses for experts and managers of national statistical offices and planning commissions	5	5	1	5
39. Regional workshops on gender statistics for experts in national statistical offices and line ministries	10	5	1	5
40. 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	1	5
41. Workshop on measuring and monitoring Sustainable Development Goal indicators related to demographic and social statistics for experts in national statistical offices	–	–	1	1

Part V Regional cooperation for development

<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
42. Training events for trainers on economic statistics and national accounts for national statistical offices and ministries of finance	5	5	1	–
43. Regional seminar on the System of National Accounts	–	–	–	10
44. Training events on methods of environmental statistics and environmental economic accounting for national agencies responsible for the compilation of environmental economic accounts	5	5	1	–
45. Regional seminar on the consumer price index	–	–	–	10
46. Regional seminar on agriculture statistics	–	–	–	5
47. Regional seminar on energy statistics	–	–	–	5
48. Workshop on geospatial datasets for monitoring the Sustainable Development Goals for national mapping agencies and statistical offices	5	1	1	5
49. Training events on the strategy for the integration of statistical and geospatial information for national mapping agencies and statistical offices	5	4	1	5
50. Training events on the development of national action plans on the Integrated Geospatial Information Framework for national mapping agencies	–	–	1	5
51. Training events on geospatial knowledge infrastructure with innovative geospatial responses and solutions for a post-pandemic recovery	–	–	1	5
52. Advisory expert group meeting on national accounts	–	–	–	1
53. Expert group meeting on environmental statistics	–	–	–	–
54. Expert group meeting on environmental-economic accounting	–	–	–	–
Publications (number of publications)	–	–	–	3
55. Africa Sustainable Development Report	–	–	–	1
56. African Statistics Pocketbook	–	–	–	1
57. Africa Statistics Flash	–	–	–	1
Technical materials (number of materials)	4	3	4	3
58. African regional geospatial databases, online services and geoportals	1	1	1	1
59. African atlas of spatial statistics	1	1	1	1
60. Africa data revolution report	1	–	1	–
61. African Statistical Yearbook	1	1	1	1

C. Substantive deliverables

Consultation, advice and advocacy: technical advice on civil registration and vital statistics, on the 2023 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, and high-level forums on global geospatial information management.

Technical advice to member States on the implementation of civil registration frameworks and systems; advice on 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 for 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 statistics 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 advice to five member States in developing integrated geospatial information frameworks at the national and regional levels; technical assistance in the integration of geospatial and statistical information, the implementation of the African Geodetic Reference Frame and the development of fundamental themes and standards for geospatial datasets; technical assistance and advisory services in the implementation of global and regional initiatives and programmes (African Space Agency, Group on Earth

<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
Observations, African initiative under the Global Earth Observation System of Systems, Global Monitoring for Environment and Security programme, Regional Centre for Mapping of Resources for Development, African Regional Institute for Geospatial Information Science and Technology, Digital Earth Africa and others).				
Databases and substantive digital materials: ECA statistical data portal (ECAStats); geospatial databases, online applications, services and platforms; Africa GeoPortal.				
D. Communication deliverables				
Outreach programmes, special events and information materials: African Statistics Day; annual Africa Symposium on Statistical Development for some 300 participants; outreach programmes for publications: facts and figures on African and major world economies and advocacy materials on African Statistics Day; Geographic Information Systems Day; desktop/mobile versions of Executive Statistics Monitoring mobile application.				

Subprogramme 5

Technology, climate change and natural resources management

Objective

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

Strategy

- 18.76 To contribute to the objective, the subprogramme will:
- (a) Conduct policy research and provide technical assistance to member States on new technologies, innovation and digital transformation methodologies and frameworks, including the good digital identification framework, to support the formulation and implementation of national and regional policies, complemented by peer learning, dialogue and consensus-building platforms, to help member States make progress towards the achievement of Sustainable Development Goals 4, 5, 8, 9, 13 and 17;
 - (b) Conduct policy research and provide technical support and advisory services 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 policy dialogues on extractives-led productive linkages, which will include consideration of COVID-19 impacts, environmental and social aspects and matters related to gender equality;
 - (c) Conduct policy research and provide training for policymakers, experts and practitioners, convene regional platforms, in particular the Africa Regional Forum on Sustainable Development, and increase country-level technical assistance on the green economy, the circular economy,⁴ sustainable development and poverty eradication, including conducting voluntary national and local reviews through region-wide initiatives and targeted country support, to assist member States make progress towards the achievement of Goals 1, 2, 11, 12 and 15;
 - (d) Provide technical advice to the African Union Commission, regional economic communities and intergovernmental organizations on sustainable planning, policy formulation and governance of the blue economy in line with the African Union's Africa Blue Economy Strategy, complemented by training for policymakers on the different perspectives and sectors of the blue economy and by assessments of living species, geomorphological analysis and

⁴ See United Nations Environment Assembly resolution 5/11 ([UNEP/EA.5/Res.11](#)).

mapping of floors of water bodies, including underground waters, in general and oceans in particular, to assist member States make progress towards the achievement of Goal 14;

- (e) Conduct policy research and analysis and convene regional dialogues on the climate resilience and disaster vulnerability of African economies, societies and ecosystems, and broaden advisory services, technical assistance and training on integrated implementation of climate actions, modelling of the economic impacts of climate change and private sector investments for the implementation of nationally determined contributions and the achievement of Goal 13 and related Goals;
- (f) Strengthen the capacity of Africa for a sustainable recovery from the pandemic and raise awareness on the links between climate change, the economy and health issues, including pandemics, through publications and other knowledge products, while supporting member States with options for the prioritization of stimulus plans for sustainable recovery from the pandemic;
- (g) Build the capacity of member States to generate the workforce needed to assess, maintain, develop and produce health technologies and promote investment in innovations, focusing on COVID-19, supported by ongoing work on building human capital and innovation through education, competitions and design schools for innovators.

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

- (a) Improved public services, conducive to private sector investment in new and emerging technologies, to foster the transition to innovation and the digital economy;
- (b) Strengthened platforms for interactions between the academic, industrial and business sectors and Governments to stimulate commitment to low-emission growth and the development and deployment of frontier and appropriate technologies;
- (c) Strengthened implementation of the good digital identification framework principles as enabling factors for digital transformation, inclusive growth and development;
- (d) Natural resource-rich African countries achieving diversification in their policies and strategies, through economic linkages between their natural resources sector and other sectors;
- (e) Expanded uptake of effective policies and good practices for inclusive and sustainable growth, poverty eradication and sustainable development;
- (f) Improved knowledge and enhanced policy frameworks on the blue economy at the subregional and national levels and sustainable measures at the national, subregional and continental levels;
- (g) Robust development policies, strategies and plans that capitalize on the challenges posed by climate change to the transition to low-emission and climate-resilient economies, with increased private sector investment in the implementation of the Sustainable Development Goals;
- (h) Attainment of common positions and effective means of implementation of climate responses that capitalize on the continent's abundant natural resources, including its renewable resources (energy, water, marine and other resources) to achieve inclusive and sustainable development;
- (i) 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.

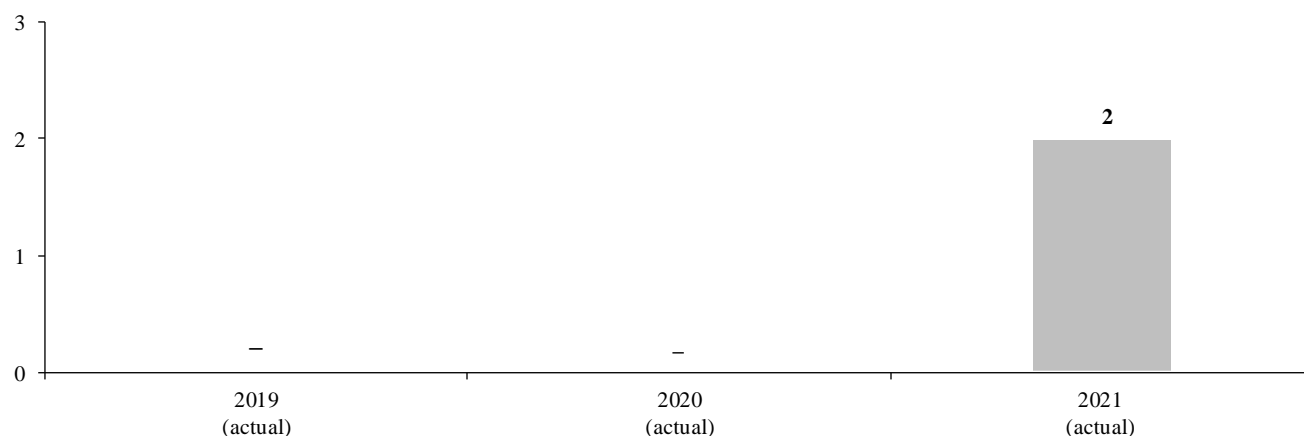
Programme performance in 2021

Enhanced capacity of member States to implement a green, sustainable and climate-resilient recovery from COVID-19 and adopt suitable technology to accelerate their sustainable development

- 18.78 Despite increased momentum towards sustainable finance investments, given the specific climate, environmental and social considerations in Africa sustainable investments remain scarce. The subprogramme initiated sustainable recovery studies to correlate value and job creation in both traditional and green economies, focusing on key sectors such as energy, natural capital and transport. To leverage further financial flows, studies were published in two pilot countries (Democratic Republic of the Congo and South Africa). The findings of the studies are consistent and demonstrate how investing in a green economy in the context of sustainable development and poverty eradication in these countries would unleash the potential of development while limiting the degradation of nature and the impact of climate change. It provides appropriate data for States to leverage financial opportunities towards resilient sustainable development. The Democratic Republic of the Congo engaged with ECA to better structure the value chain around battery minerals. South Africa issued a green bond to restructure its financing for a sustainable energy transition.
- 18.79 Progress towards the objective is presented in the performance measure below (see figure 18.XIII).

Figure 18.XIII

Performance measure: number of countries that identified/determined opportunities for technology adoption and climate-resilient COVID-19 recovery



Planned results for 2023

Result 1: increased investment in climate action in Africa

Programme performance in 2021 and target for 2023

- 18.80 The subprogramme's work provided support to five member States to plan for and revise their nationally determined contributions and also access stimulus funds in the context of a green, sustainable and climate-resilient recovery, which met the planned target.
- 18.81 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 18.10).

Table 18.10
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
10 countries engaged in the Sustainable Development Goal 7 initiative	Private sector investments in clean energy actions under the Goal 7 initiative in three countries (Ethiopia, Senegal and South Africa)	Five countries revised their nationally determined contributions (Burkina Faso, Eswatini, Liberia, Namibia and Zimbabwe)	At least eight countries engage with the private sector in the implementation of nationally determined contributions	Four countries strengthen the Goal 7 initiative and climate, land, energy and water strategies Four countries implement revised nationally determined contributions and integrate climate resilience in their national development policies and plans

Result 2: increased resilience through channelling resources to respond to the COVID-19 pandemic and climate change**Programme performance in 2021 and target for 2023**

- 18.82 The subprogramme's work contributed to four countries developing policy options including investments for a climate-resilient green and blue economic recovery, which met the planned target.
- 18.83 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 18.11).

Table 18.11
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
—	Two countries (Rwanda and Seychelles) developed policy options for a climate-resilient blue economy pathway	Three countries (Democratic Republic of the Congo, Congo and Sudan, member States under the Africa Regional Forum on Sustainable Development) developed 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	Four policies are developed in member States on green and blue economic recovery

Result 3: adoption of good digital identification framework principles for a sustainable and inclusive digital transformation

Proposed programme plan for 2023

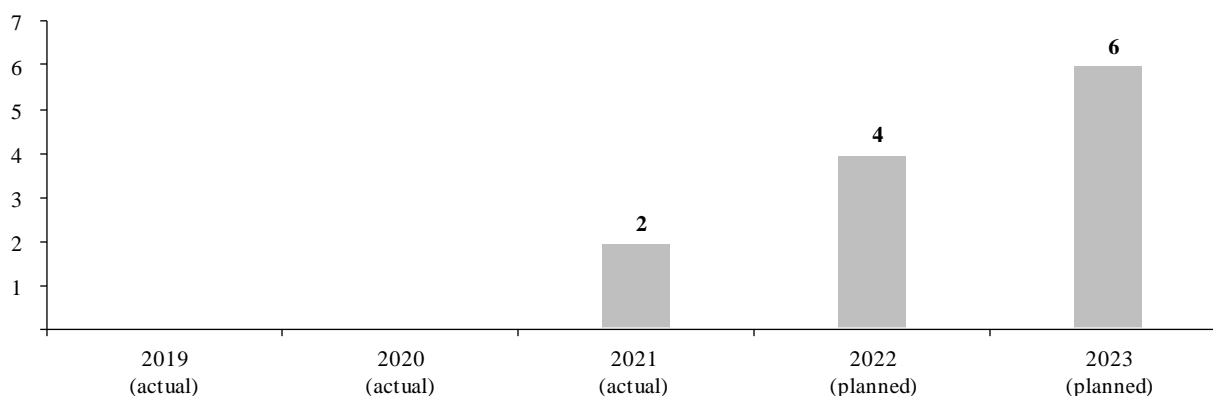
- 18.84 The use of digital technology as part of the response to the COVID-19 pandemic highlighted its potential to catalyse inclusive and sustainable growth in Africa, contributing significantly to the attainment of the Sustainable Development Goals. Legal frameworks with minimum requirements for the establishment of digital identification platforms through a continental approach are essential to enable African countries to maximize the benefits of digital technologies in the post-pandemic environment. The subprogramme supported formulation and implementation of the African Union Digital Transformation Strategy (2020–2030). In line with the Strategy, the subprogramme contributed to four countries adopting and implementing nationwide inclusive digital transformation plans, including national digital strategies, digital identification frameworks and systems, digital platforms and advanced research tools such as artificial intelligence. This work contributed to fostering innovation towards information and communications technology (ICT) and digital transformation, building digital economies, promoting digital markets and enhancing digital security.

Lessons learned and planned change

- 18.85 The lesson for the subprogramme was that in order to support the creation of enabling digital frameworks, it needed a proven implementation road map to demonstrate to decision-makers all the benefits of a digital transformation. In addition, there was a need for digital policy recommendations for building value through AfCFTA, while enabling privacy, data protection and electronic transactions. In applying the lesson, the subprogramme will expand its support to six member States to formulate policies and strategies, including implementation road maps for good digital identification, that enable them to adopt new and emerging technologies such as artificial intelligence, the Internet of things and biotechnology by overcoming the sizeable deficit in digital infrastructure gaps.
- 18.86 Expected progress towards the objective is presented in the performance measure below (see figure 18.XIV)

Figure 18.XIV

Performance measure: member States that formulated policies to adopt new and emerging digital technologies (cumulative)



Deliverables

18.87 Table 18.12 lists all deliverables of the subprogramme.

Table 18.12

Subprogramme 5: deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	4	5	4	5
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 ECA 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 inclusive green economy policies in the context of structural transformation and sustainable development in the region	1	1	1	1
4. Report on climate change, the environment and natural resources management for sustainable development	1	1	1	1
5. Report to the Committee on Private Sector Development, Regional Integration, Trade, Infrastructure, Industry and Technology	–	1	–	1
Substantive services for meetings (number of three-hour meetings)	11	11	14	17
6. Africa Regional Forum on Sustainable Development in preparation for the high-level political forum on sustainable development	8	8	8	8
7. Committee on Climate Change, Blue Economy, Agriculture and Natural Resource Management	–	–	6	6
8. Committee on Private Sector Development, Regional Integration, Trade, Infrastructure, Industry and Technology	3	3	–	3
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	7	7	9	9
9. Technical support for selected member States in reviewing and improving their mineral-led local content, policies and legal and regulatory frameworks	–	–	1	1
10. On strengthening the capacity of member States in sustainable development and growth in the green and blue economy to advance inclusive and resource-efficient economic diversification and sustainable development	2	2	2	2
11. Technical support for the Africa Regional Forum on Sustainable Development in the area of a green economy in the context of sustainable development and poverty eradication and the blue economy in preparation for the high-level political forum on sustainable development	–	–	1	1
12. ECA Africa Climate Policy Centre project on the weather and climate information services for Africa programme	1	1	–	–
13. 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
14. Fellowship programme for young African scholars to enhance their capacity in policy research, analysis and advocacy in the areas of climate change, the green and blue economy, natural resources and innovation and technology in the context of sustainable development and poverty eradication in Africa	2	2	2	2
15. On climate, land, energy and water strategies	1	1	1	1
16. On the establishment of a digital technology centre	–	–	1	1

Section 18 Economic and social development in Africa

<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
Seminars, workshops and training events (number of days)	8	41	33	36
17. Training event on the inclusive, green and sustainable economy in the context of sustainable development and poverty eradication and structural transformation for experts and policymakers	–	1	1	1
18. Training events on climate change and development for decision makers, legislators, parliamentarians, planners, the media, civil society organizations and other communities of practice	–	–	5	5
19. Training events on global climate negotiations to strengthen the capacity of young African climate professionals	–	17	20	20
20. Workshops on enhancing capacity in climate change, a green economy in the context of sustainable development and poverty eradication, natural resources and innovation and technology in Africa for scholars, fellows and interns	4	1	1	4
21. Workshops on technology, climate change, the green and blue economy and natural resources in the context of sustainable development and poverty eradication	2	20	5	5
22. Workshops on understanding and harnessing blue economy-related sectors	2	2	1	1
Publications (number of publications)	10	7	10	10
23. New technologies and innovation trends in Africa	–	–	1	1
24. The inclusive green economy and structural transformation	1	1	1	1
25. African science, technology and innovation	1	1	1	1
26. Climate change and development in Africa, capturing the key messages and recommendations from the Conference on Climate Change and Development in Africa	1	1	1	1
27. Climate change and development in Africa	2	2	2	2
28. Emerging issues and trends in new technologies and innovation, climate change, a green economy in the context of sustainable development and poverty eradication, the blue economy and natural resources	2	1	2	2
29. Blue economy publications for each African subregion	1	–	1	–
30. Path to 2030–2063: outlook on resources for the transformation of Africa	1	1	–	1
31. Continental and subregional atlases on the blue economy and the great blue wall initiative	1	–	1	1
Technical materials (number of materials)	9	23	18	27
32. Guidelines related to Africa Mining Vision-aligned local policies and strategies, including mineral supply chain development for SMEs, value addition, empowerment of women and entrepreneurship	–	1	1	1
33. Methodological guidelines for assessments guiding climate investments in ecosystems	–	–	–	1
34. Compendium of climate change experts in Africa	–	1	1	1
35. Mapping of institutions along the climate information services value chain	–	1	1	1
36. Emerging issues and trends in new technologies and innovation in Africa	–	2	2	2
37. Climate change and development in Africa	–	6	5	8
38. Implementation of climate research for development platforms in Africa	–	1	1	1
39. Quality analysis of climate information for a development policy, decision support and management practice programme	–	2	1	1
40. Infrastructure and capacity for climate information services projects	–	1	1	1
41. Strengthening climate governance and policy implementation	–	1	–	1
42. Africa climate resource platform and information service	–	1	1	1
43. 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	1
44. Research paper on climate change and development in Africa	–	1	1	1

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
45. Documentation for meetings of the African Union and NEPAD in the areas of new technologies and innovation, the environment and natural resources, a green economy in the context of sustainable development and poverty eradication and climate change in the context of the 2030 Agenda and Agenda 2063	–	1	2	1
46. Tools and methods for country natural capital accounts and managing investments in the blue economy	1	1	–	1
47. Climate change and development in Africa after the COVID-19 pandemic	–	1	–	1
48. Implementation of good digital identification framework principles in supporting member States' national digital transformation initiatives ^a	–	1	–	3
49. Continental geospatial database on the African blue economy	1	–	–	–
50. Country natural capital accounts (water accounts)	2	–	–	–
51. African regional centres of excellence in the Atlantic and Western Indian Oceans	1	–	–	–
52. Framework classification and management for marine minerals and energy	1	–	–	–
53. Path to 2030–2063: outlook on resources for the transformation of Africa	1	–	–	–
54. Continental and subregional atlases on the blue economy	1	–	–	–
55. Tools for strengthening the capacity of member States to negotiate, implement and monitor Africa Mining Vision-aligned local policies and strategies	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 advice to the secretariat of the African Peer Review Mechanism; advisory services to three countries on climate change; advisory services to two countries on a green economy in the context of sustainable development and poverty eradication and natural resources; 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 a green economy in the context of sustainable development and poverty eradication and structural transformation in Africa with 70 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 and innovation to two countries, on a green economy in the context of sustainable development and poverty eradication and the blue economy to two countries and on climate change and natural resources management to three countries; advisory services and documentation for the African Union-NEPAD meetings in the areas of new technologies and innovation, the environment and natural resources, a green economy in the context of sustainable development and poverty eradication and climate change in the context of the 2030 Agenda and Agenda 2063; 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 for 400 participants).

D. Communication deliverables

Outreach programmes, special events and information materials: brochures, flyers, briefs and information kits on technology, climate change, a green economy in the context of sustainable development and poverty eradication and the blue economy, the environment and natural resources management and logistics, including newsletters.

External and media relations: press releases related to the issuance of major publications and events on technology, climate change, a green economy in the context of sustainable development and poverty eradication and the blue economy, the environment and natural resources management and logistics.

Digital platforms and multimedia content: websites, social media and platforms on technology, climate change, a green economy in the context of sustainable development and poverty eradication and the blue economy, the environment and natural resources management and logistics.

^a This deliverable is one of the focus areas of the digital centre for excellence and is aimed at supporting member States to adopt and implement good digital identification framework principles, which ECA has developed together with the African Union. The deliverable is integrated into the work of the Technology, Climate Change and Natural Resources Management Division of ECA as part of the digital centre for excellence being merged into the Technology and Innovation Section of the Division. The targets for actual and planned results have also been included as part of the process for 2021 and 2023.

Subprogramme 6

Gender equality and women's empowerment

Objective

- 18.88 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 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.

Strategy

- 18.89 To contribute to the objective, the subprogramme will:
- (a) Undertake policy research and technical advisory services and increase knowledge, develop capacity and stimulate discussion on topical issues relating to gender equality and women's empowerment, to ensure gender-sensitive development outcomes, building on the African Women's Report;
 - (b) Work on women's economic empowerment, harnessing demographic dividends for women's employment and quality education for women and girls, placing particular emphasis on digital transformation;
 - (c) Provide technical support to member States in mainstreaming a gender perspective in their sectoral development policies and programmes, as well as support across ECA subprogrammes on their deliverables for member States, and develop the capacity of national gender machineries and line ministries to mainstream a gender perspective in sectoral policies prioritized by member States and building on ECA knowledge products. Through consultation and close collaboration on programme and project design, monitor related gender statistics to ensure coherence with global and regional frameworks on gender equality and women's empowerment, the ECA gender policy and the ECA gender strategy and harmonize results in line with relevant framework outcomes;
 - (d) 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, building on the results of the regional review of the Beijing Declaration and Platform for Action, the African Gender and Development Index and the Africa Gender Index;
 - (e) Roll out the African Gender and Development Index and the Africa Gender Index, in collaboration with partners, in the remaining countries that have not yet implemented them, assisting member States in their progress towards achieving Sustainable Development Goal 5;
 - (f) Undertake research and analysis on resilience as a result of the COVID-19 pandemic, to focus more on the impact of external shocks, including through research on existing and underlying risks and vulnerabilities faced by women and girls, across relevant thematic areas of the subprogramme's work.
- 18.90 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) Improved capacity of policymakers to identify and respond to global and regional frameworks on gender equality and women's empowerment and align their national development outcomes, to fulfil national commitments and ensure policy coherence;

- (c) Increased knowledge and strengthened capacities of member States to design and develop policies that address resilience, including as part of COVID-19 response and recovery, to address challenges faced by women and girls;
- (d) Increased knowledge on the role of policymakers in the implementation of policies, legislation and programmes to achieve greater influence and positive impacts on gender equality and women's empowerment;
- (e) Increased opportunities, greater economic empowerment and improved livelihoods for women and girls across Africa, as a result of smart policies and tools designed to address existing and emerging discrepancies in gender equality.

Programme performance in 2021

Increased capacity of member States to identify digital solutions that promote the economic empowerment of women and girls

- 18.91 Technological inequality is widening globally, with those who are digitally connected reaping benefits while many remain excluded. Africa is the region with the lowest proportion of Internet users, at 33 per cent in 2020 compared with a global average of 63 per cent. The gender-related digital divide has also widened. The global gap between Internet usage by women and girls and by men has narrowed from 11.0 per cent in 2013 to 8 per cent in 2020, but in Africa in the same period the gap increased from 21 per cent to 31 per cent.
- 18.92 The subprogramme has increased the knowledge of member States through policy analysis, exemplified by the validation of the findings of the 2021 publication *African Women's Report: Digital Finance Ecosystems – Pathways to Women's Economic Empowerment in Africa*, and developed the capacity of government officials and experts on digital solutions for economic empowerment. Through the recommendations of the fourth session of the Committee on Social Policy, Poverty and Gender, member States underlined the importance of strengthening science, technology, engineering and mathematics education and training for women and girls, as well as implementing digital solutions to increase their resilience to external shocks.
- 18.93 Progress towards the objective is presented in the performance measure below (see table 18.13).

Table 18.13
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)
29 per cent of women in Africa use mobile Internet, excluding North Africa, compared with a global baseline of 48 per cent	Capacity of 2,000 women and girls across the continent developed on digital skills to bridge the gender-related digital divide, at the joint ECA and International Telecommunication Union continental hybrid (online and in person) camp	Improved knowledge and capacities of policymakers in Cameroon, Ghana, Rwanda, South Africa and Tunisia to apply solutions for digital finance as a pathway to women's economic empowerment

Planned results for 2023

Result 1: assessing the cost of achieving Sustainable Development Goal 5 in five selected countries

Programme performance in 2021 and target for 2023

- 18.94 The subprogramme's work contributed to the development of an analytical framework to cost education targets related to Sustainable Development Goal 5 on gender equality and the empowerment of women and girls, which did not meet the planned target of costing being completed for five countries to inform investment and resource allocation. The target was not met because there were delays in finalizing the analytical framework as originally planned for 2020, which was moved to 2021, owing to the heavy impact of the COVID-19 pandemic on fiscal policies and the redirection of funds towards COVID-19 recovery in both years, which made it difficult for ECA to perform costing calculations based on existing methodologies in 2020.
- 18.95 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 18.14).

Table 18.14

Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
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	Improved knowledge of five member States to calculate the cost of achieving education targets related to Goal 5 through the development of an analytical framework	Five countries identify gaps across economic, social and political blocs and integrate costing measures into planning, monitoring and evaluation of gender equality programmes	Strengthened capacity of five member States to utilize the African Gender and Development Index to design, report and monitor programmes and progress made in achieving selected targets for Goal 5

Result 2: enhanced capacity of member States to address gender equality in the economic and digital transformation of African countries

Programme performance in 2021 and target for 2023

- 18.96 The subprogramme's work contributed to 100 per cent of survey respondents, representing member States, having enhanced their knowledge on the gender-related digital divide, which exceeded the planned target of 60 per cent.
- 18.97 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 18.15).

Table 18.15
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
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	Preliminary findings for the <i>African Women's Report 2021</i> , which will focus on digital finance as a pathway to women's economic empowerment, providing a comprehensive overview of the digital finance architecture	100 per cent of survey respondents, representing member States, have enhanced their knowledge on the gender-related digital divide Outcome statement by member States on the importance of promoting digital finance for achieving women's economic empowerment across the region	Five African countries revise policies and programmes designed to narrow the gender-related digital divide	Improved knowledge of five member States to formulate policies that promote digital skills and training for women and girls and science, technology, engineering and mathematics employment for women
33 per cent of Internet users in Africa are women, as a baseline performance measure				

Result 3: strengthened capacity of member States to integrate a gender perspective into their sectoral policies**Proposed programme plan for 2023**

- 18.98 To achieve transformational change, a gender perspective must be infused into all policy sectors and spheres of influence. Efforts to mainstream a gender perspective in sectoral policies have been ongoing. An ECA gender policy and strategy has been developed for policymakers in all member States, to provide a robust framework to design, implement, monitor and evaluate programmes and policies delivered to member States. The subprogramme has also undertaken a regional gender analysis of the effects of climate change in key sectors such as artisanal and small-scale mining.

Lessons learned and planned change

- 18.99 The lesson for the subprogramme was the need for closer country collaboration for better uptake of policy recommendations, in order for ECA to accelerate capacity-building of line ministries and national machineries for gender equality. This would help to address barriers to gender equality and ensure a central place for women's empowerment in sectoral policies. In applying the lesson, the subprogramme will work more directly with member States in order to operationalize ECA knowledge products and expand its technical assistance and knowledge tools to enhance the knowledge and skills of member States to design and implement gender-sensitive sector policies. The subprogramme will utilize the ECA gender policy and strategy to provide further structure in the monitoring and evaluation of its interventions.
- 18.100 Expected progress towards the objective is presented in the performance measure below (see table 18.16).

Table 18.16
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
Enhanced capacity of seven countries to mainstream a gender perspective in national planning processes and sectoral policies	Increased capacity of three member States to integrate a gender perspective into their national AfCFTA strategies	Increased capacity of three member States in designing gender-sensitive policies focused on the artisanal and small-scale mining sector and informing policy and finance for nationally determined contribution plans	Increased capacity of five member States in designing gender-sensitive policies, including women's leadership	Five member states integrate a gender perspective into their sectoral policies and national development planning

Deliverables

18.101 Table 18.17 lists all deliverables of the subprogramme.

Table 18.17
Subprogramme 6: deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	–	3
1. Report to the Committee on Social Policy, Poverty and Gender on the work of the subprogramme	1	1	–	2
2. Final outcome report of the Committee on Social Policy, Poverty and Gender	1	1	–	1
Substantive services for meetings (number of three-hour meetings)	1	1	–	1
3. Biennial session of the Committee on Social Policy, Poverty and Gender	1	1	–	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	2	4	4
4. On mainstreaming a gender perspective in national plans, policies and programmes in countries that request technical advisory services	1	1	1	2
5. 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	–	–
6. On supporting member States in using the subprogramme's measurement tools to report on their gender equality commitments	–	–	1	1
7. On assessing the cost of achieving Sustainable Development Goal 5	–	–	1	–
8. On enhancing the capacity of member States to address the gender-related digital divide and positively reimagine a gender perspective in the economic and digital transformation of African countries	–	–	1	1
Seminars, workshops and training events (number of days)	10	8	9	8
9. Workshop on the African Women's Report	4	4	–	2
10. Workshop on the Women's Entrepreneurship Report	2	2	–	–

Part V Regional cooperation for development

<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
11. Training event on the African Gender and Development Index	2	2	5	4
12. Workshop on the African women's leadership report	2	—	—	—
13. Seminar on gender equality and women's empowerment, including ECA-wide showcasing of divisions' and subregional offices' work in support of member States	—	—	2	—
14. Workshop on policies and programmes to narrow the gender-related digital divide	—	—	2	2
Publications (number of publications)	2	2	2	1
15. African Women's Report based on thematic and topical issues	1	1	—	1
16. African women's leadership report to assess the status of women in leadership positions	1	1	1	—
17. Analytical report on ECA work in support of gender-sensitive sectoral policies	—	—	1	—
Technical materials (number of materials)	3	3	3	2
18. Technical notes on the Africa Gender Index and the African Gender and Development Index	1	1	—	1
19. On climate change and gender equality and women's empowerment in Africa	1	1	—	—
20. On gender equality and women's empowerment and the extractive industry in Africa to connect research with the governance of the artisanal and small-scale mining sector	1	1	—	—
21. Policy brief on gender equality in the economic and digital transformation of African countries	—	—	3	1
C. Substantive deliverables				
Consultation, advice and advocacy: special event on International Women's Day (2023) and the 16 Days of Activism against Gender-based Violence campaign as part of the global campaign 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: knowledge platforms for information-sharing and advocacy on gender equality and women's empowerment to deepen dialogue and policy options using the subprogramme's social media accounts.				
External and media relations: press releases on the subprogramme's website after the hosting and organization of each event.				

Subprogramme 7 Subregional activities for development

Component 1 Subregional activities in North Africa

Objective

- 18.102 The objective, to which the 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

- 18.103 To contribute to the objective, the component will:
- (a) Develop evidence-based policies, strategies and reforms and provide technical assistance to support diversification and build resilient economies in North Africa;

- (b) Analyse, in collaboration with others, employment creation through SMEs in North Africa, with a focus on a green economy in the context of sustainable development and poverty eradication, digitalization, gender equality and post-COVID-19 recovery;
- (c) Provide advisory services and hold subregional consultations on the implementation of AfCFTA, in partnership with ministries of trade, the African Union and the European Union;
- (d) Provide technical assistance and training for selected African countries on migration-related data and capacity-building towards recognition of the skills and qualifications of African workers;
- (e) Conduct research on demographic trends, the digital skills gap and productive employment creation in Africa in collaboration with United Nations and external partners.

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

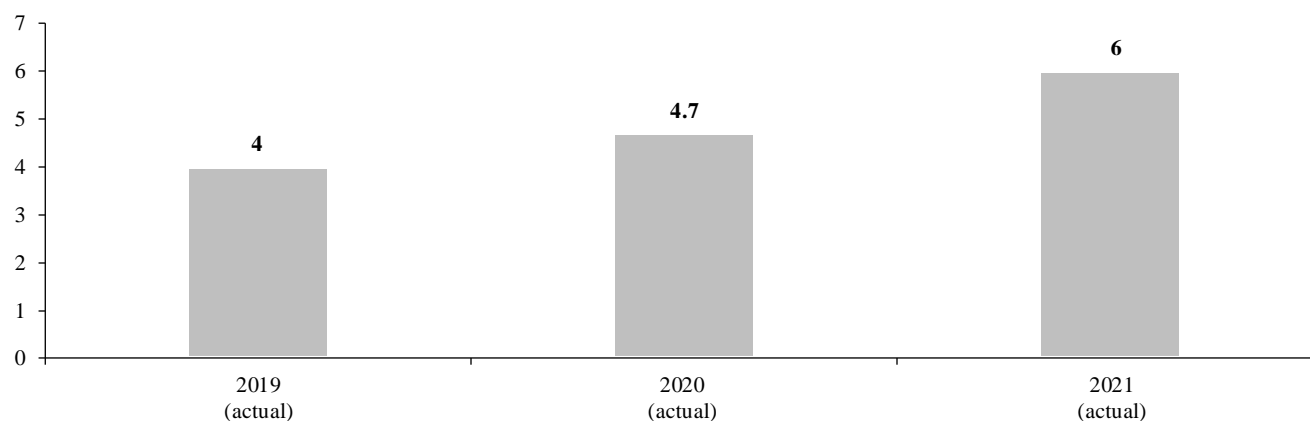
- (a) Member States having adopted evidence-based macroeconomic policies and structural reforms to enhance productive employment, redirecting resource allocations towards sectors that have high potential in terms of competitiveness;
- (b) Member States having designed appropriate policies and strategies that foster regional integration, enhance productivity and create new jobs in higher-skilled sectors;
- (c) Improved availability and use of migration statistics and greater recognition of skills across the continent;
- (d) Member States having created a conducive environment for SMEs to generate productive and sustainable jobs, especially for women and youth in North Africa.

Programme performance in 2021

Enhanced tax revenue mobilization in the Sudan

- 18.105 The Sudan's tax revenues relative to GDP have been in the single digits and among the lowest globally, limiting the country's capacity, including in provision of education and health-care services and facilitation of large infrastructure investments. The component provided technical assistance to the Sudan Taxation Chamber in reviewing prevailing administrative tax practices and addressing key challenges in auditing six economic sectors. In partnership with the Egyptian Tax Authority, the component also provided technical assistance to enhance value added tax collection, develop new audit methodologies for monthly and annual tax returns and improve income tax law implementation. Subsequently, the share of large taxpayers in total tax revenues increased from 50 per cent to 70 per cent, contributing to an increase in the tax revenue to GDP ratio.
- 18.106 Progress towards the objective is presented in the performance measure below (see figure 18.XV).

Figure 18.XV

Performance measure: ratio of tax revenue to gross domestic product in the Sudan (annual)**Planned results for 2023****Result 1: North African countries adopt best practices for job creation****Programme performance in 2021 and target for 2023**

- 18.107 The component's work contributed to raising awareness on 34 best practices in employment creation in 15 African countries, enhancing their capacity to better assess the gaps in public policies and design and implement suitable policies for employment creation, which did not meet the planned target of at least one country in the North African subregion decreasing its unemployment rate through the implementation of one job creation programme. The target was not met as national unemployment rates did not decrease, mainly owing to the impact of the COVID-19 pandemic on the labour market.
- 18.108 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 18.18).

Table 18.18

Performance measure

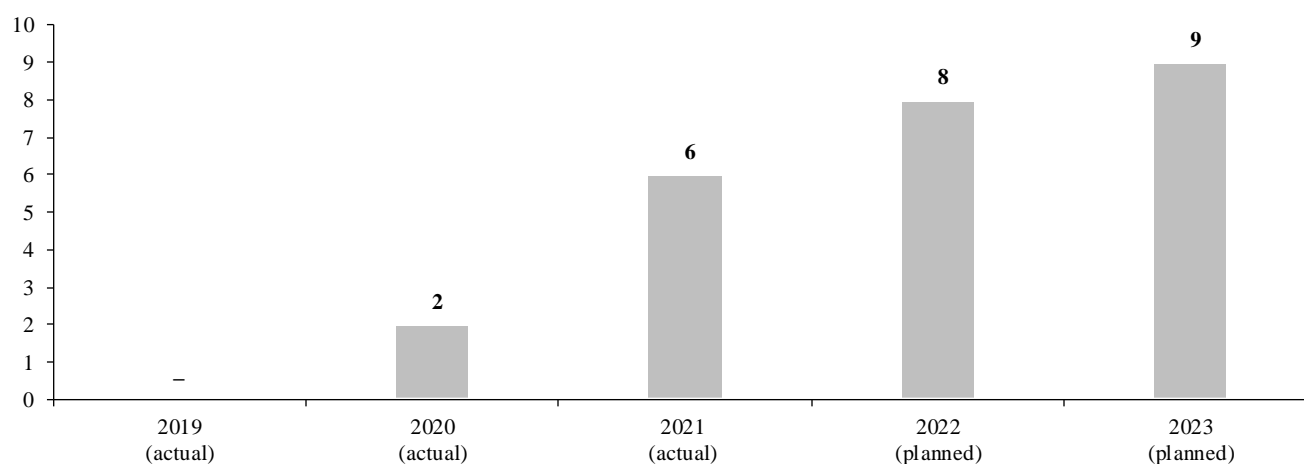
2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
North African countries gain interest in employment creation for sustainable development and become engaged in regional dialogue	Three North African countries (Egypt, Morocco and Tunisia) engaged in the development of suitable policies to reduce the negative impact of COVID-19 on employment	15 African countries had enhanced capacity to better assess the gaps in public policies and design and implement suitable policies for employment creation	An additional country in the North African subregion decreases its unemployment rate through the implementation of one job creation programme	One country with increased capacity to assess public policy gaps as well as design and adopt policies or programmes for employment creation

Result 2: increased policy design capacity of North African countries to foster regional integration**Programme performance in 2021 and target for 2023**

- 18.109 The component's work contributed to strengthening member States' capacities, with six countries having designed effective policies to foster regional integration in line with AfCFTA, which exceeded the planned target of four countries.
- 18.110 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 18.XVI).

Figure 18.XVI

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

**Result 3: small and medium-sized enterprises as engines of sustainable development in North Africa****Proposed programme plan for 2023**

- 18.111 SMEs and microenterprises account for more than 90 per cent of total firms and between 50 per cent and 90 per cent of employment in North Africa. SMEs are critical for private sector development and inclusive growth, as well as innovation and competitiveness. The component builds its policy analysis and advisory services on the Subregional Office for North Africa and ECA analyses in these areas, for example through the Office's ongoing analytical work on the impact of the COVID-19 shock on firms in selected North African countries (Algeria, Morocco and Tunisia), based on primary data collected by the Office and on analyses of performance and access to credit by family firms in North Africa, based on World Bank enterprise surveys for Egypt, Morocco and Tunisia. It also uses findings related to best practices for job creation and female entrepreneurship in Egypt, Ghana and Mauritius, prepared by the Subregional Office and Oxford Economics, and the ECA African Gender and Development Index.

Lessons learned and planned change

- 18.112 The lesson for the component was that it needed to meet the increased need for analysis and policy advice, which would enable North African countries to pay greater attention to previously unexplored areas, such as the importance of good management and diverse firm ownership in obtaining access to finance. In applying the lesson, the component will include innovation and the adoption of environmentally sound practices by entrepreneurs in the analysis and policy advice for member States. The work will also examine barriers and opportunities for specific subgroups of SMEs, such as family-owned firms. The Subregional Office for North Africa plans to focus its Intergovernmental Committee of Senior Officials and Experts and the related expert group meeting

around these areas in 2022 and collaborate with other divisions and subregional offices in ECA, for example the African Institute for Economic Development and Planning and the Subregional Office for West Africa.

18.113 Expected progress towards the objective is presented in the performance measure below (see table 18.19)

Table 18.19

Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
–	–	One country (Tunisia) received analysis and policy advice for strengthening the capacity of SMEs, including through innovative sources of finance and environmentally sound practices	One country adopting innovative and sustainable policies and strategies for enhancing the capacity of SMEs	One additional country adopting innovative and sustainable policies and strategies for enhancing the capacity of SMEs

Deliverables

18.114 Table 18.20 lists all deliverables of the component.

Table 18.20

Subprogramme 7, component 1: deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 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 Senior Officials and Experts for North Africa	1	1	1	1
2. Subregional profile on socioeconomic development in the member States	1	1	1	1
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	11	11	11
5. Session of the Intergovernmental Committee of Senior Officials and Experts for North Africa	11	11	11	11
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	3	3	2
6. On the implementation of the Agreement Establishing AfCFTA	1	1	1	1
7. On boosting employment for young people and women targeted at senior policymakers from North Africa	–	–	1	1
8. Building a database on migration in selected member States	1	1	1	–
9. Enhancing tax resource mobilization in the Sudan	–	1	–	–

Section 18 Economic and social development in Africa

<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
Seminars, workshops and training events (number of days)	4	2	2	2
10. North Africa Development Forum (employment)	2	–	–	1
11. Employment forum	2	2	–	1
12. Workshop on macroeconomic trends and prospects in North Africa	–	–	1	–
13. Workshop on implementing selected areas of the United Nations Global Compact related to data and skills recognition (subregional)	–	–	1	–
Publications (number of publications)	1	1	3	4
14. Labour market and demographic trends, employment and entrepreneurship	1	1	1	1
15. Structural transformation and distortions in North Africa	–	–	1	1
16. Impact of COVID-19 on firms in North Africa	–	–	1	–
17. Trade and regional integration	–	–	–	1
18. How SMEs in North Africa can improve their sustainable governance	–	–	–	1
Technical materials (number of materials)	3	2	1	1
19. On employment	–	–	1	1
20. On institutional quality and structural transformation	1	1	–	–
21. On migration	1	–	–	–
22. On implementation of the Agreement Establishing AfCFTA	1	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 implement their national strategies on implementation of the Agreement Establishing AfCFTA; advisory services to at least four member States to produce datasets on migration; advisory services to two member States on aligning their development strategy to sustainability challenges, with a focus on firm practices related to sustainability.

D. Communication deliverables

Digital platforms and multimedia content: knowledge management website; three maintained platforms: electronic documents management, collaborative space, and customer relationship management of 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

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

Strategy

- 18.116 To contribute to the objective, the component will:
- Reinforce the Centre for Demographic Dynamics for Development, which was created in 2019 to accelerate the attainment of a demographic dividend in West Africa, including through capacity-building and provision of tailored technical assistance for national experts and officials and through generating evidence and applying analytical expertise on using a planning, programming and budgeting system that integrates information concerning demographic dividends;

- (b) Address requests from member States and regional entities pertaining to accelerating the attainment of a demographic dividend and promote the use in at least six West African countries of a budgeting framework that is sensitive to demographic dividends, and strengthen regional integration through the implementation of AfCFTA and other regional integration dimensions in West African countries;
- (c) Respond to capacity-building requests aimed at harnessing the opportunities unleashed by demographic dividends, building on the comparative advantage of ECA to undertake analysis and research on demographic issues (subprogramme 9), combined with its macroeconomic expertise (subprogramme 1);
- (d) Provide knowledge, tools and policies on the acceleration of a demographic transition and related implications for sustainable development, 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 and durable peace and resilience in Africa, among other things;
- (e) Pursue a strategic partnership with the ECOWAS Commission to finalize the first five-year strategic plan for the implementation of ECOWAS Vision 2050 and continue to advocate the mainstreaming of the Vision's strategic pillars in the national development plans of member States;
- (f) Work in partnership with the resident coordinator offices in West Africa, the United Nations regional offices in West Africa, the United Nations Office for West Africa and the Sahel (UNOWAS) and the Office of the Special Coordinator for Development in the Sahel to support efforts to achieve the Sustainable Development Goals, with a focus on Goals 4, 5, 8, 10, 16 and 17;
- (g) Deliver comprehensive and analytical insights into the existing socioeconomic work on subregional priorities, expand its support in the context of countries' COVID-19 socioeconomic responses and support to reformulate or review demographic-economic policies in partnership with national demographic dividend observatories and universities.

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

- (a) Mainstreamed policies related to demographic dynamics in countries' public policy frameworks, including planning, programming and budgeting systems;
- (b) Deepened regional economic and monetary integration through the operationalization of ECOWAS Vision 2050;
- (c) Informed sustainable development policies in West Africa in the context of COVID-19 socioeconomic responses;
- (d) Enhanced capacities of countries and regional organizations to speed up implementation of the internationally agreed agendas, including AfCFTA, and women and youth being empowered to seize the opportunities of AfCFTA.

Programme performance in 2021

Enhanced public policy processes to harness demographic dividends

18.118 Demographic transition offers a window of opportunity for accelerated economic growth. The results from changes in the age structure of a population go beyond the economy to affect many other aspects, including quality of life, eradication of poverty and territorial mobility. The component has been repositioned to advance the integration of dimensions related to demographic dynamics for development into countries' development plans and policies. Based on this new strategic orientation, the subprogramme engaged with countries to harness demographic dividends, including through capacity-building and knowledge production on demographic-economic issues. The latter requires

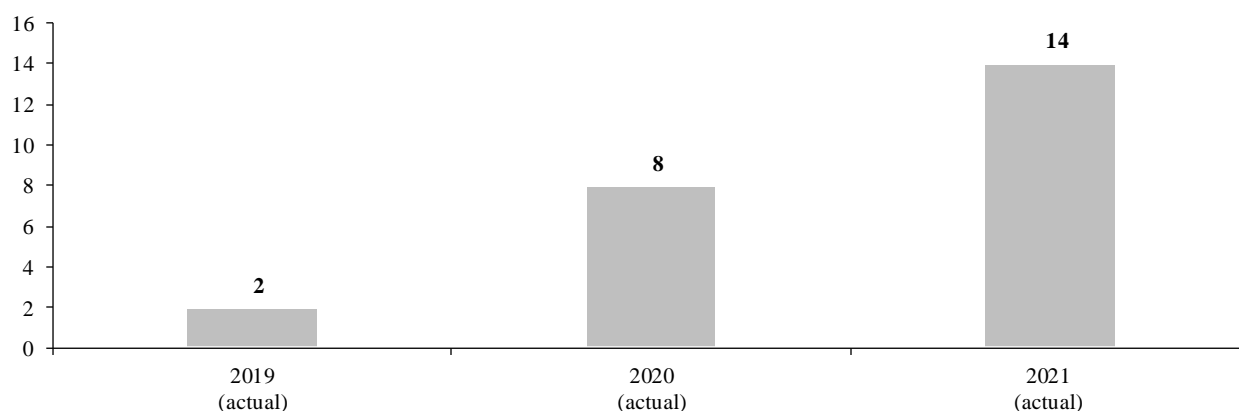
expertise and skills in specific areas of demographic-economics and planning tools, including models, assessments of progress towards the attainment of demographic dividends making use of national transfer accounts and country profiles, and a budgeting framework sensitive to the demographic dividend approach.

- 18.119 To this end, in 2021 the abilities of experts from the ministries in charge of population affairs and development planning and from the national population observatories or commissions of 14 countries were strengthened. Thus, in Mali, the public budgeting framework sensitive to the demographic dividend was endorsed by the authorities and informed the 2021 national budget deliberations. In the Niger, the authorities provided support to formulate the country's gender demographic dividend monitoring index. Concerning Liberia's road map on harnessing the demographic dividend, support was provided and the country's national transfer account profile was published in September 2021. The profile was included in the series of national transfer account profiles and constitutes the global overview profile for the ECOWAS region. Currently, the component is focused on high-level policy dialogues by countries on budgeting frameworks that are sensitive to the demographic dividend, so as to advocate an effective increase in the allocation of public resources to the pillars of the demographic dividend.

- 18.120 Progress towards the objective is presented in the performance measure below (see figure 18.XVII).

Figure 18.XVII

Performance measure: number of countries enabled to apply demographic dynamics for development principles in their budgeting processes (annual)



Planned results for 2023

Result 1: consolidated 2021 achievements in supporting the ECOWAS Commission and recommendations translated into actions

Programme performance in 2021 and target for 2023

- 18.121 The component's work contributed to the adoption of ECOWAS Vision 2050, which met the planned target.
- 18.122 The component's work also contributed to two countries, the Niger and Nigeria, integrating the key pillars of Vision 2050 into their respective national development plans, which did not meet the planned target of at least two West African countries operationalizing Vision 2050. The target was not met owing to unforeseen delays related to the adoption of Vision 2050 in the context of COVID-19, and the subprogramme will continue to support both countries to domesticate further Vision 2050's strategic pillars.

- 18.123 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 18.21).

Table 18.21
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
Assessment of 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	ECOWAS Vision 2050 adopted and two countries committed to mainstreaming the Vision's strategic pillars into their national development plans	At least two additional West African countries domesticate ECOWAS Vision 2050, including with special emphasis on regional economic and monetary integration	Vision 2050's first strategic implementation plan is adopted by ECOWAS

Result 2: strengthened national strategies for implementing the African Continental Free Trade Area

Programme performance in 2021 and target for 2023

- 18.124 The component's work contributed to the ratification of AfCFTA by 13 West African countries, which exceeded the planned target of 12 ratifications.
- 18.125 The component's work also contributed to the formulation, validation and ongoing implementation of eight national AfCFTA strategies and one regional strategy (ECOWAS), for a total of nine strategies, which met the planned target.
- 18.126 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 18.22).

Table 18.22
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
Agreement Establishing AfCFTA launched by the African Union on 7 July 2019 in Niamey	11 ECOWAS countries ratified the Agreement	13 ECOWAS countries ratified the Agreement	13 ECOWAS countries ratified the Agreement (cumulative)	11 ECOWAS countries validated AfCFTA national strategies (cumulative)
No ECOWAS member country ratified the Agreement	6 ECOWAS countries validated AfCFTA national strategies (Côte d'Ivoire, Guinea, Niger, Senegal, Sierra Leone and Togo)	9 ECOWAS countries validated their AfCFTA national strategies (Burkina Faso, Côte d'Ivoire, Ghana, Guinea, Niger, Nigeria, Senegal, Sierra Leone and Togo)	10 ECOWAS countries validated AfCFTA national strategies (cumulative)	8 ECOWAS countries implemented key activities included in their respective national AfCFTA strategic action plan
No national AfCFTA strategies validated by countries				

Result 3: strengthened capacities of member States to develop and implement a planning, programming and budgeting system that integrates the demographic dividend

Proposed programme plan for 2023

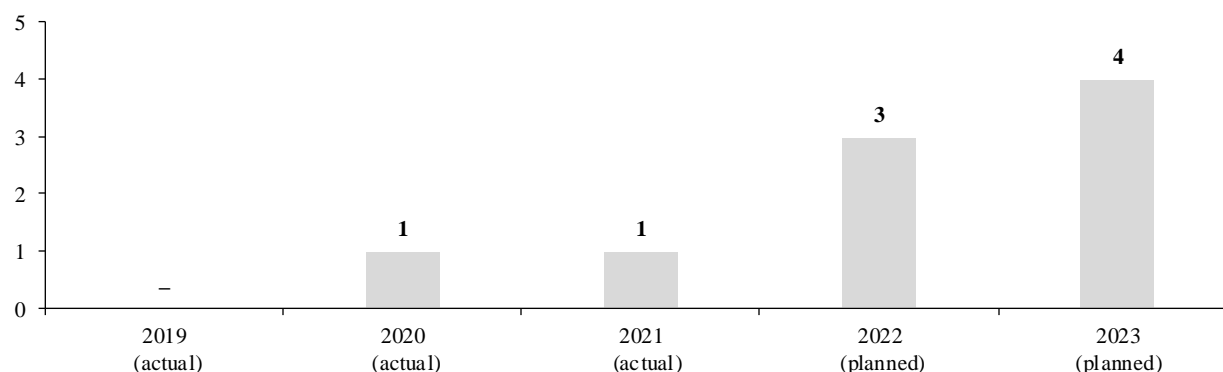
- 18.127 In 2020, the component contributed, in partnership with the Regional Consortium for Generational Economics Research and the Government of Mali, to the implementation of a budgeting framework sensitive to a demographic dividend. The approach was supported by the strong political engagement of the Ministry of Finance (Directorate of the Budget), the Parliament and the National Demographic Dividend Observatory. The work included restructuring the classic budget (2008–2018) to a functional budget targeting demographic dividend pillars (human capital, governance, economic structure and professional and social networks), calculating and analysing budget elasticities and proposing a budget structure to better harness the demographic dividend. The outcome of the initiative led to more investment in human capital, health and education towards a rapid demographic transition and the empowerment of youth and women for the best life-cycle-deficit coverage. In October 2021, the component assisted in developing six road maps for developing budgeting frameworks sensitive to the demographic dividend for the 2022–2025 period (for Benin, Burkina Faso, Côte d'Ivoire, Niger, Senegal and Togo).

Lessons learned and planned change

- 18.128 The lesson for the component was that, to engage the main officials and assure that road maps for budgeting frameworks that are sensitive to the demographic dividend are implemented, it needed to build policy engagement and capacity at the early stage of the planning, programming and budgeting process. In applying the lesson, the component will engage with: (a) the ministries in charge of planning to integrate demographic dividend priorities into development plans and programmes, (b) the ministries in charge of finance to generate evidence on the national priorities as described in the national budget expenditure structure, and (c) networks of parliamentarians, which are a critical component in the budget validation process. This will ensure effective implementation of these road maps until 2025, including through allocation of resources to the pillars of a demographic dividend.
- 18.129 Expected progress towards the objective is presented in the performance measure below (see figure 18.XVIII).

Figure 18.XVIII

Performance measure: member States that adopted a planning, programming and budgeting system integrating a demographic dividend (cumulative)



Deliverables

18.130 Table 18.23 lists all deliverables of the component.

Table 18.23

Subprogramme 7, component 2: deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	2	2	2
1. Report to the Intergovernmental Committee of Senior Officials and Experts for West Africa on the implementation of the work of ECA in West Africa	1	1	1	1
2. Annual report on the progress on implementation of agreed-upon regional and international development agendas in West Africa	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	16	16	16	16
3. Annual session of the Intergovernmental Committee of Senior Officials and Experts for West Africa	8	8	8	8
4. Annual meeting of West African intergovernmental organizations to foster coordination and synergies among regional sustainable development initiatives ^a	8	8	8	8
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
5. Strengthening the institutional capacity of regional economic communities, intergovernmental organizations, national Governments, national observatories of the demographic dividend and parliaments 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 on matters pertaining to the development of West Africa: opportunities and challenges of demographic dynamics in West Africa for think tanks	9	9	9	9
7. Training events on strengthening member States' capacities in demographic-economic dynamics for development	5	5	5	5
Publications (number of publications)	3	6	3	3
8. On country and subregional profiles	2	2	2	2
9. On economic and social structural transformation in West Africa	1	4	1	1
Technical materials (number of materials)	2	3	2	2
10. On sustainable economic and social transformation in West Africa	1	2	1	1
11. On demographic dynamics for development	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: expert advice to 15 member States (Governments, parliaments, national observatories of the demographic dividend, universities), 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: deliverables related to the Intergovernmental Committee of Senior Officials and Experts, parliamentary networks and events for the launch of flagship reports and related publications.				
External and media relations: press releases, newsletter (KAKAKI NEWS) and provision of other communication materials to the media.				

<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
<p>Digital platforms and multimedia content: West African subregion-specific content for the ECA website; West African business linkages platform, network of West African economic journalists, social media platforms such as Yammer, Twitter and Facebook, and communities of practice.</p> <p>Library services: exhibition of ECA knowledge products through various channels, including dissemination of recent publications during special events, upgrading information on the ECA main repository and sharing of knowledge products.</p>				

^a The former framework (subregional coordination mechanism) was replaced by the Regional Collaborative Platform for Africa. While the wording of the deliverable was changed, it retains the same purpose, that is, to reinforce collaboration among United Nations entities to support the priorities of the African Union and the regional economic communities.

Component 3 Subregional activities in Central Africa

Objective

- 18.131 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

- 18.132 To contribute to the objective, the component will:
- (a) Support the operationalization and implementation of economic diversification strategies, visions and master plans, formulated in Cameroon, Chad, the Congo and Equatorial Guinea, and support the formulation of similar policies in other Central African countries, advocating a conducive business climate in Central Africa;
 - (b) Train United Nations country teams and member States in Central Africa on the use of the ECA integrated planning and reporting toolkit;
 - (c) Collect and collate market access information and trade opportunity data and provide advisory services and technical assistance to member States in translating their national AfCFTA strategies into specific and bankable projects, programmes and reforms, including targeted advisory services to support the agricultural and pharmaceutical sectors;
 - (d) Build on the Central Africa consensual transport master plan and support the subregion in the transformation of transport corridors into development corridors through the GIS-enabled spatial planning and hotspot analysis tool;
 - (e) Provide advisory services and technical assistance to member States, in collaboration with the ECA African Centre of Excellence on Digital Identity, Trade and Economy, related to ICT infrastructure and regulatory frameworks required for the digital transition, including support for the establishment of technology innovation centres in two selected countries, the development of electronic commerce and the implementation of digital identity systems in collaboration with subprogramme 4;
 - (f) Provide technical assistance to member States in Central Africa to ensure a focus on fiscal space for economic diversification and support the harmonization of trade instruments of the Economic Community of Central African States and the Central African Economic and Monetary Community, to inform the formulation of a consolidated industrial development and economic diversification master plan for Central Africa;

- (g) 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 concerning the administration of member States, including through dedicated courses provided through subprogramme 8, in close collaboration with the Debt Management Facility of the World Bank;
- (h) Strengthen collaboration with private sector bodies and develop a reform agenda conducive to triggering the changes needed to reach productivity and competitiveness targets in partnership with the private sector, subregional think tanks and regional economic communities;
- (i) Support the inclusion of pro-growth and pro-jobs policies in development strategies, supporting member States in making progress towards the Sustainable Development Goals and more specifically Goals 8, 9 and 12;
- (j) Provide analysis on the socioeconomic impact of COVID-19 on the economies of member States and propose 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.

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

- (a) The emergence of regional value chains and industrial clusters and an expansion of the manufacturing and high-value service sectors;
- (b) An increase of the share of intra-Central African trade in the subregion's total trade;
- (c) 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 analyses and United Nations sustainable development cooperation frameworks;
- (d) Increased integration of local economies in regional value chains in the framework of AfCFTA;
- (e) Increased productivity of local firms by better use of ICT;
- (f) A strengthened role of the private sector in economic diversification in Central Africa and the identification of policy and market failures.

Programme performance in 2021

Value chain development for economic diversification in Central Africa

18.134 Following the Democratic Republic of the Congo business forum on the topic “Fostering the development of a battery, electric vehicle and renewable energy industry value chain and market in Africa”, the Democratic Republic of the Congo Battery Council was established and special purpose vehicles were set up that will enable citizens and enterprises to invest in the development of battery precursor value chains and in related skills development. Several countries signed a comprehensive memorandum of understanding with the spectrum of actors from industry and public and civil society concerning value chain development and sourcing of raw materials for electric vehicle parts. The Democratic Republic of the Congo, a leader in global cobalt production, will join forces with countries that source copper, manganese and the other critical minerals necessary to create a robust supply and value chains and promote resource-driven industrialization. Other African countries involved in the initiative include Gabon, a supplier of raw materials for electric vehicles (nickel, manganese), and Zambia, with its sourcing of copper. While Morocco is already well-integrated in the global value chains of the automobile and aeronautics industries, it would benefit from being better integrated in intra-African value chain schemes in securing intermediate automotive parts. The component supported countries in signing the memorandum of understanding at the Africa-wide level, allowing countries to join forces to tap into the knowledge, expertise and technology they need to compete in the emerging clean-production driven electric vehicle manufacturing.

18.135 Progress towards the objective is presented in the performance measure below (see table 18.24).

Table 18.24

Performance measure

2019 (actual)	2020 (actual)	2021 (actual)
–	–	Following the Democratic Republic of the Congo business forum in 2021, stakeholders from Central African countries and other African regions sign the memorandum of understanding aimed at increasing Africa's share in the global manufacturing value added output for battery precursors and electric vehicles

Planned results for 2023**Result 1: switching from design to implementation of economic diversification strategies****Programme performance in 2021 and target for 2023**

- 18.136 The component's work contributed to equip Cameroon with three models and tools for macroeconomic and trade planning, which met the planned target.
- 18.137 The component's work also contributed to a high level of investment in the non-oil sector in Cameroon, the Congo and the Democratic Republic of the Congo, made possible by bankable projects, with \$1 billion mobilized for projects in the Democratic Republic of the Congo, which met the planned target.
- 18.138 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 18.25).

Table 18.25

Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
Six out of seven countries covered by the component ratified the Agreement Establishing AfCFTA	Finalization and adoption of national AfCFTA strategies for Cameroon and the Congo	Central Africa equipped with a macro and trade model to secure fiscal space for economic diversification (3 models/tools: trade decision support model (TRADE-DSM), GIS-enabled hotspot analysis, and the integrated planning and reporting tool in Cameroon)	Central Africa equipped with bankable projects, innovative partnerships, initiatives and tools in support of economic diversification	Central Africa equipped with bankable projects, innovative partnerships, initiatives and tools in support of economic diversification
Finalization of a national economic diversification strategy for Chad	Submission of requests by Gabon and Equatorial Guinea for the establishment of innovation centres			
Finalization of AfCFTA strategies for Cameroon and Chad	Recognition of the "Made in Central Africa" label as a major industrial policy tool for maximizing the benefits of AfCFTA	3 projects:		2 bankable projects, initiatives and tools endorsed, launched or implemented with ECA support
Agreement signed by the Congo and Gabon to implement free roaming between the two countries		Development of a timber special economic zone in		

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
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	for Central African countries	<p>Bertoua, Cameroon, as part of the Kribi-Edea-Douala growth triangle development</p> <p>Development of nitrogen/phosphorus/potassium special economic zone in Pointe-Noire, the Congo</p> <p>Development of special economic zone for batteries and electric vehicles in the Democratic Republic of the Congo</p>		

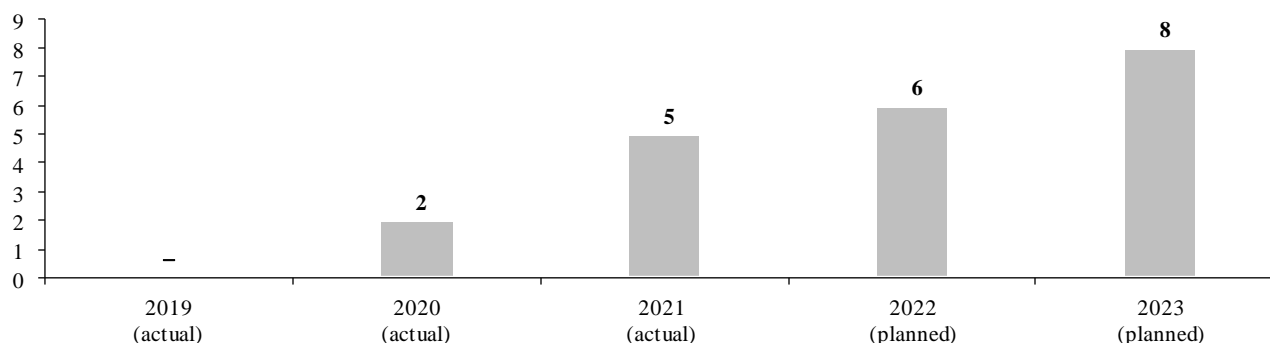
Result 2: policy changes conducive to economic diversification in the context of building forward and building better from the socioeconomic impacts of the COVID-19 pandemic and the operationalization of AfCFTA

Programme performance in 2021 and target for 2023

- 18.139 The Component's work contributed to intensive engagements in decision-making processes, namely: in Cameroon on timber and pharmaceutical industrial clusters and for the first strategic priority in Cameroon's United Nations Development Cooperation Framework, 2022–2026; in Gabon on the mainstreaming of natural capital accounts in the national accounts; and in the Congo, within a call for a new social compact, resulting in three additional policy decisions aimed at harnessing economic diversification in Central Africa. This brought the cumulative number of policy changes to five, which exceeded the planned target of four policy changes adopted towards economic diversification and industrial development.
- 18.140 Progress towards the objective and the target for 2023 is presented in the performance measure below (see figure 18.XIX).

Figure 18.XIX

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



Result 3: strengthened capacity of member States to mobilize sustainable financing by mainstreaming natural capital in the national accounts

Proposed programme plan for 2023

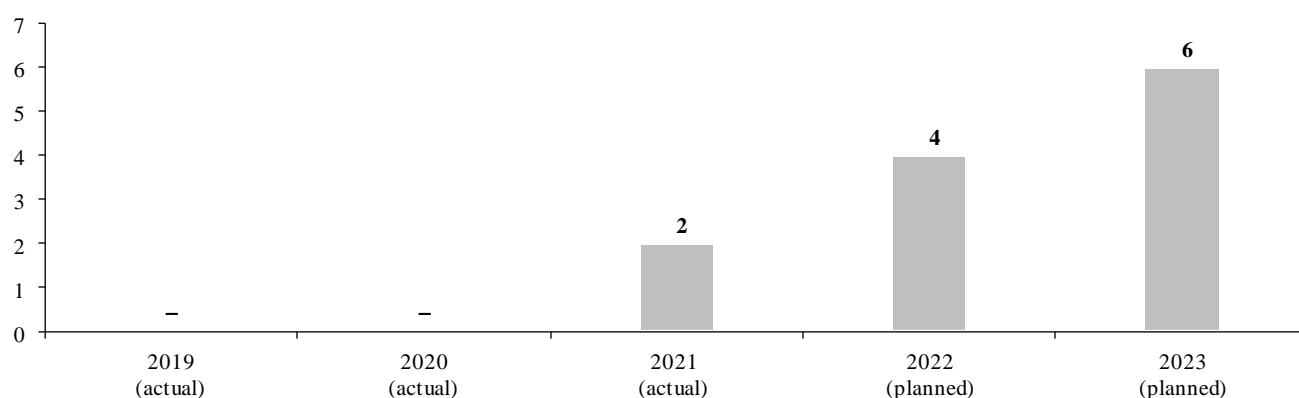
- 18.141 In 2021, the component implemented a pilot project on strengthening natural capital accounting towards expanding fiscal space and mobilizing innovative finance for economic diversification in Gabon. A non-recurrent publication on natural capital and rebasing economic wealth in Central Africa was finalized and an ad hoc expert group meeting was held on the issue to share lessons with the entire Central Africa region. The subprogramme is expanding the activity to embrace other central African countries, to integrate the contribution of natural capital into national accounts and to engage in GDP rebasing. The rebased national accounts will be used to support resource mobilization for development, including sustainable financing (such as green bonds and climate change-related funds). The component plans to organize expert group meetings for policymakers and the private sector and to team up with academia to train the trainers and have a subregional critical mass of experts on the subject.

Lessons learned and planned change

- 18.142 The lesson for the component was that the strengthening of partnerships in and beyond the United Nations family and with both the public and private sectors in the delivery of programmes will yield huge benefits for member States and regional economic communities that wish to mobilize sustainable financing. In applying the lesson, the component will strengthen its partnership with African financial institutions to implement special economic zones and industrial clusters and promote sustainable economic diversification in Cameroon, the Congo and the Democratic Republic of the Congo. Furthermore, the component will establish partnerships with the African Export-Import Bank, the Arab Bank for Economic Development in Africa and AfDB and expand its work in Cameroon, the Congo, the Democratic Republic of the Congo and Gabon.
- 18.143 Expected progress towards the objective is presented in the performance measure below (see figure 18.XX)

Figure 18.XX

Performance measure: number of countries that applied natural capital accounting methods in rebasing their national accounts (cumulative)



Deliverables

18.144 Table 18.26 lists all deliverables of the component.

Table 18.26

Subprogramme 7, component 3: deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 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 for Central Africa	8	8	8	8
Parliamentary documentation (number of documents)	1	1	1	1
2. Annual report on the work of the ECA Subregional Office for Central Africa	1	1	1	1
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	1	1	1	1
3. Support programme for trade and economic integration	1	1	1	1
Seminars, workshops and training events (number of days)	36	36	24	36
4. Workshop on models and forecasting tools for economic diversification and the achievement of the Sustainable Development Goals	12	12	–	12
5. Workshop on natural capital accounting	–	–	12	12
6. Training event on trade and market access instruments	12	12	12	–
7. Workshop on incorporation in national frameworks of the integrated planning and reporting toolkit and the macro and trade model in selected countries	12	12	–	12
Publications (number of publications)	4	4	3	4
8. Country profiles in the structural transformation, employment, production and society (STEPS) series	2	1	2	–
9. Background study on the theme for the annual session of the Intergovernmental Committee of Senior Officials and Experts for Central Africa	1	1	1	1
10. On the state of economic diversification in Central Africa	–	1	–	1
11. On building a Central Africa natural capital accounting coalition: content and stakeholders' roles and responsibilities	1	1	–	–
12. On promoting a new generation of special economic zones in Central Africa: defining framework and road map	–	–	–	–
13. On the economic diversification process in Central Africa: harnessing opportunities for sustainable consumption and production and greenhouse gas emission reduction and economic diversification strategies	–	–	–	1
14. On accelerating the effective implementation of AfCFTA strategies: strengthening sustainability and inclusiveness	–	–	–	1
Technical materials (number of materials)	1	1	1	1
15. Policy brief on emerging issues in Central Africa	1	1	1	1
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services and high-level policy dialogues with Central African member States on the implementation and monitoring of economic diversification and AfCFTA strategies.				
D. Communication deliverables				
Outreach programmes, special events and information materials: brochures and knowledge products, press briefings, media visits, newsletters and press releases on achievements on economic diversification and change leadership in the subregion.				
Digital platforms and multimedia content: maintenance of websites, digital platforms and communities of practices on economic diversification, industrialization and the Sustainable Development Goals.				

Component 4

Subregional activities in East Africa

Objective

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

Strategy

- 18.146 To contribute to the objective, the component will:
- (a) Intensify support to countries and regional economic communities for the effective implementation of their national and regional AfCFTA strategies, providing knowledge and capacity-building services and facilitating regional policy dialogue for the private and public sectors, intergovernmental bodies and regional economic communities on investment promotion, innovative sources of finance for SMEs and cost-effective trade logistics;
 - (b) Conduct AfCFTA-related impact assessments and surveys, including the AfCFTA country business index, to identify progress in the implementation of AfCFTA and identify bottlenecks and opportunities associated with stagnant levels of intraregional trade, including integration of post-pandemic recovery measures in national development planning;
 - (c) Conduct knowledge production and policy dialogue and provide technical assistance and capacity-building services to countries and regional economic communities to enhance their readiness for negotiations and arrangements to be made concerning the outstanding protocols and instruments of AfCFTA, including those on investments, competition, property rights, electronic commerce and gender equality;
 - (d) Promote the development of regional value chains through studies, policy dialogue and technical assistance for the creation or operationalization of commodity exchanges and markets and special economic zones;
 - (e) In collaboration with subprogrammes 4, 5 and 8, develop and apply collected data and analytical tools to assess the socioeconomic and environmental potential of blue economy resources of member States;
 - (f) Convene a subregional forum to raise awareness on various issues in the area of the blue economy, including the threat of maritime insecurity and its related effects on the costs of transport, logistics and trade and the exploitation of waterways such as lakes and rivers to enhance the movement of goods between countries, and develop the potential of the blue economy to diversify goods and services and promote AfCFTA, notably in that regard multisectoral approaches to fisheries, maritime transport, management of freshwater resources, tourism, deep-sea mining and women's access to natural resources, contributing to the progress of member States towards Goals 5, 6, 13, 14 and 17;
 - (g) Support capacity-building of youth in the development of bankable and impactful projects in the area of the blue economy;
 - (h) Support the implementation of guidelines for urban tourism, in line with the recommendations set out in the African tourism strategy, and provide training for member States and regional economic communities on the production of high-quality tourism statistics in the subregion, in partnership with subprogrammes 4 and 9, the World Tourism Organization and the World Bank;
 - (i) Develop tourism satellite accounts in two more countries in 2023 and hold consultative and validation meetings with relevant tourism bodies and regional economic communities on building the resilience of the tourism sector against external shocks such as COVID-19,

including through cultural tourism products and 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.

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

- (a) Higher levels of intraregional trade in goods and services;
- (b) Harmonization of investment regimes and promotion strategies and improved regulatory frameworks for investment;
- (c) Enhanced incorporation of blue economy policies and strategies into national development planning frameworks;
- (d) Deeper regional integration through the sustainable management of transboundary water resources and the improved connectivity of landlocked countries;
- (e) Standardized methodologies for tourism data collection and analysis in the subregion;
- (f) Increased diversification potential and economic resilience to external shocks, in particular of the tourism sector, with a view to building economies in the post-COVID-19 pandemic era through operationalization of AfCFTA.

Programme performance in 2021

Adoption of national development plans in response to the COVID-19 pandemic

18.148 The outbreak of the COVID-19 pandemic in early 2020 triggered a health and socioeconomic emergency and, at the time, existing national development plans could not mitigate its negative impacts on the countries' economies. The component assisted member States to understand the effect of COVID-19 on their economies through pandemic-related impact assessments. The impact assessment reports recommended that member States consider developing new national response and recovery plans to consider the socioeconomic effects of COVID-19 and to promote the needed rapid resumption of growth. In line with the above, the component assisted in the formulation of Djibouti's national development plan for 2020–2024. In collaboration with other subprogrammes, the component supported Djibouti with analysis to assess its macroeconomic framework, explore ways of expanding the fiscal space that had been hit by COVID-19 and identify policy reforms that would improve the performance of State-owned enterprises and enhance capacities for domestic resource mobilization. Furthermore, Djibouti was supported in the integration of inputs, such as inclusion through economic diversification, job creation, connectivity through regional integration and institutional development, in assessing the potential of the blue economy and in the costing of the plan.

18.149 Progress towards the attainment of the objective is presented in the performance measure below (see table 18.27).

Table 18.27

Performance measure

2019 (actual)	2020 (actual)	2021 (actual)
—	Strengthened national capacities and technical support provided in the analysis of the macroeconomic framework, debt sustainability and suitable reforms for State-owned enterprises, with a view to improving and widening the fiscal space, especially in the context of	Djibouti formulated and adopted its national development plan for 2020–2024, which integrated strategically important impact assessments related to the pandemic

2019 (actual) 2020 (actual) 2021 (actual)

COVID-19, thereby improving financing prospects for the national development plan and fostering recovery and sustainable development

Planned results for 2023

Result 1: harnessing deeper regional integration in Africa

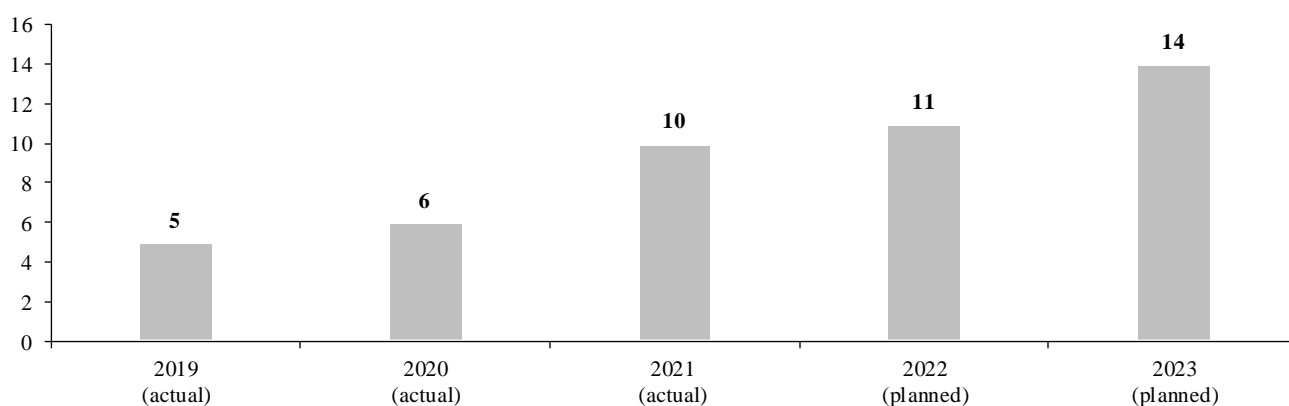
Programme performance in 2021 and target for 2023

18.150 The component's work contributed to 10 countries (Burundi, Democratic Republic of the Congo, Djibouti, Ethiopia, Kenya, Rwanda, Somalia, Uganda, Seychelles and the United Republic of Tanzania) ratifying AfCFTA, which exceeded the planned target of eight countries.

18.151 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 18.XXI).

Figure 18.XXI

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



Result 2: strengthened capacity of member States to harness the potential of the blue economy, including tourism, within AfCFTA

Programme performance in 2021 and target for 2023

18.152 The component's work contributed to developing 11 policy frameworks and tools in the area of the blue economy, which did not meet the planned target of 13 policy frameworks and tools developed by member States. The target was not met owing to the adverse impact of COVID-19-related restrictions on travel, which limited the component's ability to conduct in-person interventions and capacity-building in targeted countries.

18.153 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 18.28).

Table 18.28
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
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)	Eleven policy frameworks and tools developed by member States on the blue economy Two member States (Kenya and the United Republic of Tanzania (Zanzibar)) finalized tourism satellite accounts	At least two additional member States implement subregional initiatives in the area of the blue economy	An additional three member States implement subregional initiatives in the area of the blue economy

Result 3: enhanced capacity of member States to design and implement policy frameworks on trade, the blue economy and tourism

Proposed programme plan for 2023

- 18.154 Trade, the blue economy and tourism are economic sectors that attracted more attention and interest in 2021, owing to their potential and their role in the recovery from the COVID-19 pandemic. The component supported knowledge generation on trade, the blue economy and tourism for member States to contribute to the identification of diversification strategies that can be adopted to strengthen trade and investment.

Lessons learned and planned change

- 18.155 The lesson learned for the component was the need to use a more comprehensive modality for the technical assistance provided to member States and regional economic communities to apply the policy frameworks and tools already developed to create more economic opportunities to mitigate the impact of COVID-19. In response, the component will focus on assisting member States and regional economic communities to implement their national trade strategies for AfCFTA and diversify their blue economy activities through conducting workshops, market access studies and dedicated capacity-building activities, in addition to providing knowledge production and policy dialogues for both the private and public sectors. In applying the lesson, the component will strengthen strategic collaboration and partnerships with United Nations country teams and external policy think tanks and shift from in-person to virtual mechanisms to ensure that the approach provides agile and sustainable technical support. In addition, the component will support countries in the development and implementation of policies and strategies and in the application of the frameworks and tools developed in 2021.
- 18.156 Expected progress towards the objective is presented in the performance measure below (see table 18.29)

Table 18.29
Performance measure

2019 (actual)	2020 (actual)	2021 (actual)	2022 (planned)	2023 (planned)
–	–	Two member States with enhanced capacity to design policy frameworks in the areas of trade, the blue economy and tourism	One additional member State with enhanced capacity to design policy frameworks in trade, the blue economy or tourism Two member States implemented policy and strategy frameworks in trade, the blue economy or tourism	Two additional member States implemented policy and strategy frameworks in trade, the blue economy or tourism

Deliverables

18.157 Table 18.30 lists all deliverables of the component.

Table 18.30
Subprogramme 7, component 4: deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
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 Senior Officials and Experts for East Africa	2	2	2	2
Substantive services for meetings (number of three-hour meetings)	8	8	8	8
2. Session of the Intergovernmental Committee of Senior Officials and Experts for East Africa	8	8	8	8
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	1	3	5
3. On trade in services and emergence of regional value chains	1	1	1	1
4. On e-commerce opportunities and challenges in East Africa	–	–	–	1
5. On urban tourism and the blue economy in East Africa	–	–	1	2
6. Fellowship programme for young African economists to build their capacity in the area of regional integration and trade	1	–	1	1
Seminars, workshops and training events (number of days)	10	12	10	33
7. Seminars on regional integration, trade and AfCFTA in East Africa	5	5	5	5
8. Workshops on trade, investment, competition, gender equality and women's empowerment and e-commerce in East Africa	–	–	1	1
9. Workshops on commodity exchanges, deepening of regional value chains and role of trade corridors to foster AfCFTA in East Africa	–	–	–	2
10. Workshop on competition and intellectual property rights policies and regulatory advances in East Africa	–	–	–	3

Part V Regional cooperation for development

<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
11. Workshops on AfCFTA and its opportunities and challenges for women and youth in East Africa	–	–	–	2
12. Workshops on Islamic financing and sustainable financing	–	–	–	2
13. Workshops on access to financing investments: financial technology and the role of cryptocurrencies for regional investment	–	–	–	3
14. Workshops on social cohesion and linkages between development and humanitarian assistance	1	–	1	3
15. Workshop on e-commerce opportunities and challenges in East Africa	–	–	–	3
16. Workshops on ocean economy policy experiences from East Africa	2	2	1	4
17. Workshops on tourism satellite accounts in East Africa	1	4	1	4
18. Training event on strategies to enhance the services trade in East Africa	1	1	1	1
Publications (number of publications)	4	5	5	5
19. Subregional profile	1	1	1	1
20. On the regional integration and operationalization of AfCFTA in East Africa	1	–	1	1
21. On social cohesion in the context of open regionalism	–	1	–	–
22. On ocean economy policy experiences from East Africa	1	1	1	1
23. On tourism satellite accounts in East Africa	1	1	1	1
24. 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
25. On priority socioeconomic development issues in East Africa	3	3	3	3

C. Substantive deliverables

Consultation, advice and advocacy: advisory services to all 14 member States in the subregion on implementation of the Agreement Establishing AfCFTA, 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); and 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.

Component 5 Subregional activities in Southern Africa

Objective

- 18.158 The objective, to which this component contributes, is to deepen regional integration and strengthen capacities to achieve inclusive industrialization for the reduction of poverty and inequality in Southern Africa.

Strategy

- 18.159 To contribute to the objective, the component will:
- (a) Provide technical support and expert advisory services to the Southern African Development Community (SADC), COMESA and member States and their private sectors to strengthen their capacities to advance inclusive industrialization and regional integration through

implementation of the SADC industrialization strategy and road map (2015–2063) and the COMESA industrial policy (2015–2030) and their alignment with national industrialization policies, in collaboration with the United Nations Industrial Development Organization, UNCTAD, the Food and Agriculture Organization of the United Nations, resident coordinator offices, AfDB and private sector associations, universities and research institutions;

- (b) Undertake policy research and analysis on inclusive industrialization, regional integration and trade, private sector development, and poverty and inequality, provide technical assistance to member States, regional economic communities and intergovernmental organizations and disseminate best practices at the subregional and national levels in Southern Africa;
- (c) Develop and disseminate policy tools and guidelines to promote industrialization, including value addition, manufacturing and value chain development, at the national and subregional levels in Southern Africa, contributing to the achievement of Sustainable Development Goal 9;
- (d) Support SADC in the implementation of the new strategic vision for Southern Africa (Vision 2050) and its 10-year strategic plan and the SADC regional indicative strategic development plan for 2020–2030, contributing to the progress of member States towards the achievement of Goals 9, 1 and 10;
- (e) Collaborate with subregional entities and partners such as the SADC and COMESA Business Councils in engaging with the private sector, including MSMEs, through leveraging digitalization, science, technology and innovation to facilitate business development and enhance productivity and competitiveness;
- (f) Contribute to the creation of institutional and learning support structures and tools to assist MSMEs to harness innovative approaches to promote their competitiveness and ensure the growth of the private sector in the subregion;
- (g) Provide continued technical support to the regional economic communities and member States on AfCFTA in facilitating national consultations and awareness-raising on the free trade area process, ratification of the Agreement Establishing AfCFTA and developing and implementing AfCFTA national and subregional strategies, thereby contributing to the progress of member States towards the attainment of Goals 1 and 10;
- (h) Build the capacities of member States and the private sector to address the impact of COVID-19 by rolling out initiatives aimed at supporting the recovery from the pandemic and the resurgence of MSMEs and strengthening their resilience to future shocks.

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

- (a) Implementation of the SADC industrialization strategy and road map and the COMESA industrial policy to enhance the capacities of MSMEs by digital information-sharing and exchange among entrepreneurs, trade and enterprise support agencies and policymakers;
- (b) Development of transboundary industrial clusters and special economic zones in selected member States, such as the common industrial park between Zambia and Zimbabwe;
- (c) 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 industry competitiveness with matured regional commodity value chains;
- (d) Increased resilience and competitiveness of MSMEs through leveraging of science, technology and innovative approaches that address the impacts of the COVID-19 pandemic and other future external shocks;
- (e) Increased intraregional trade in goods and services, including enhanced regional integration and intraregional trade in Southern Africa.

Programme performance in 2021

Enhanced digital capacity of micro-, small and medium-sized enterprises in Southern Africa

- 18.161 Digital technologies have the potential to enable MSMEs in Southern Africa to expand their national, regional and international market reach, facilitating economic growth and job creation, and to support MSMEs to address the impacts of COVID-19 and similar shocks. To enhance the capacities of MSMEs, the component designed and deployed a digital platform on technology and innovation for MSMEs in Southern Africa. This was done in partnership with the SADC Business Council, a subregional apex body for the private sector that represents national and regional apex business associations of the 16 SADC member States. The platform supports the creation of a regional network and community of technology and innovation for MSMEs, entrepreneurs, practitioners and policymakers. It will enhance technology and innovation learning, facilitate uptake of appropriate technologies that improve agility and productivity and improve MSME resilience and competitiveness during and beyond COVID-19, facilitating the inclusive industrialization agenda. The platform will become fully functional and operational in 2023 and will be linked to other national innovation and trade platforms to be developed between 2022 and 2023 under the United Nations Development Account thirteenth tranche of projects, targeting six beneficiary countries. Furthermore, the component delivered an online training course on technology and innovation for African businesses, followed by a webinar on the role of technology and innovation for MSMEs in Southern Africa. The courses equipped participants with knowledge on the use of technology and innovation in addressing the impacts of COVID-19 and enhancing competitiveness and MSME resilience to future shocks.

- 18.162 Progress towards the objective is presented in the performance measure below (see table 18.31)

Table 18.31

Performance measure

2019 (actual)	2020 (actual)	2021 (actual)
–	–	MSMEs in Southern Africa have access to a digital platform on technology and innovation

Planned results for 2023

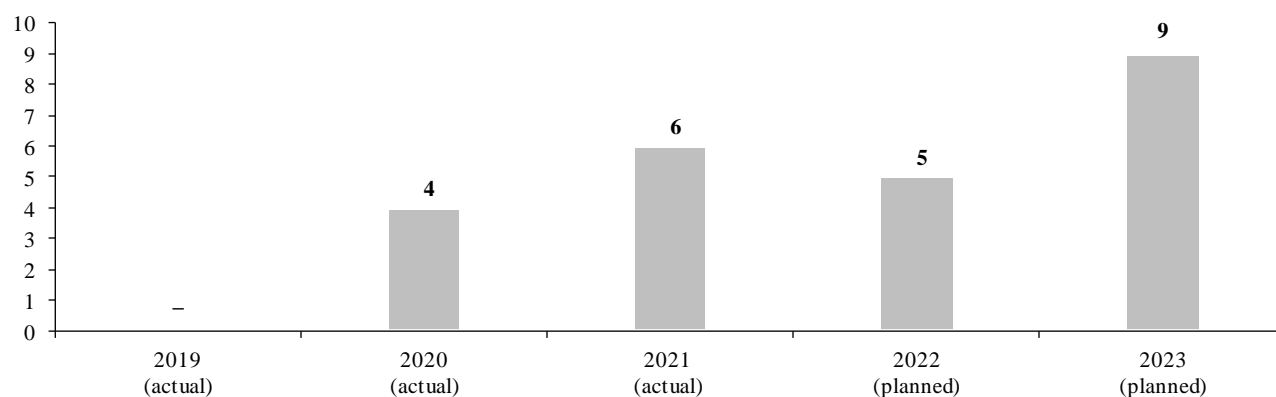
Result 1: from policy to action: deepened industrialization in Southern Africa

Programme performance in 2021 and target for 2023

- 18.163 The component's work contributed to two additional member States, Malawi and Zimbabwe, that have developed their costed national action plans on industrial policy harmonization and aligned their national industrialization frameworks with the SADC industrialization strategy and road map with ECA support, bringing the total number of member States from four to six, which met the planned cumulative target of six Southern African countries that developed or aligned the SADC industrialization strategy and road map in national frameworks.
- 18.164 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 18.XXII).

Figure 18.XXII

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



Result 2: inclusive industrialization in Southern Africa through private sector development

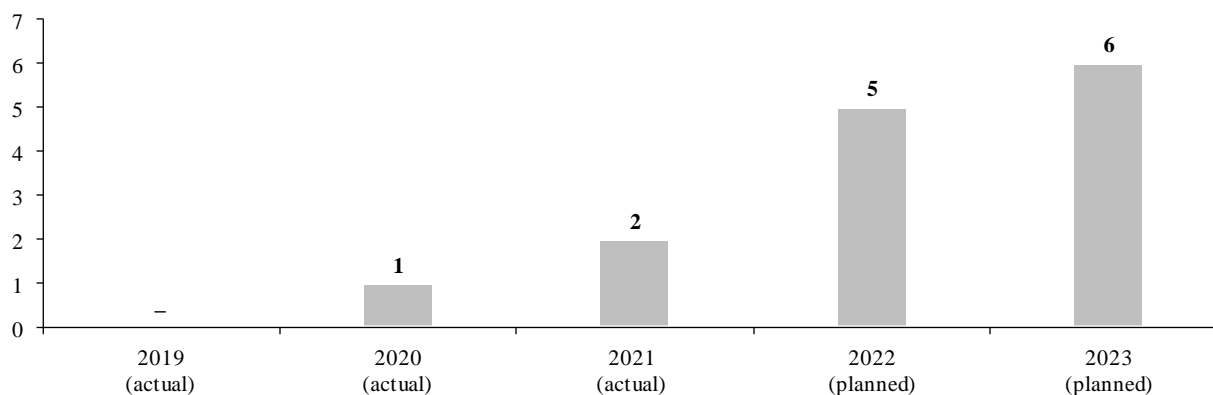
Programme performance in 2021 and target for 2023

18.165 The component's work contributed to one additional member State, Eswatini, that developed its national financing model for MSMEs and a national action plan to guide implementation, which did not meet the planned target of three additional member States that have developed initiatives aimed at promoting the integration of MSMEs in the inclusive industrialization and trade agenda. The target was not met, especially for member States with Internet and connectivity challenges, owing to COVID-19-related travel restrictions, which limited the component's ability to organize in-person capacity development activities. In response to recent developments, the component's work will evolve to increase the focus on integration in Southern Africa.

18.166 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 18.XXIII).

Figure 18.XXIII

Performance measure: 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)



Result 3: accelerating intraregional trade through AfCFTA in Southern Africa**Proposed programme plan for 2023**

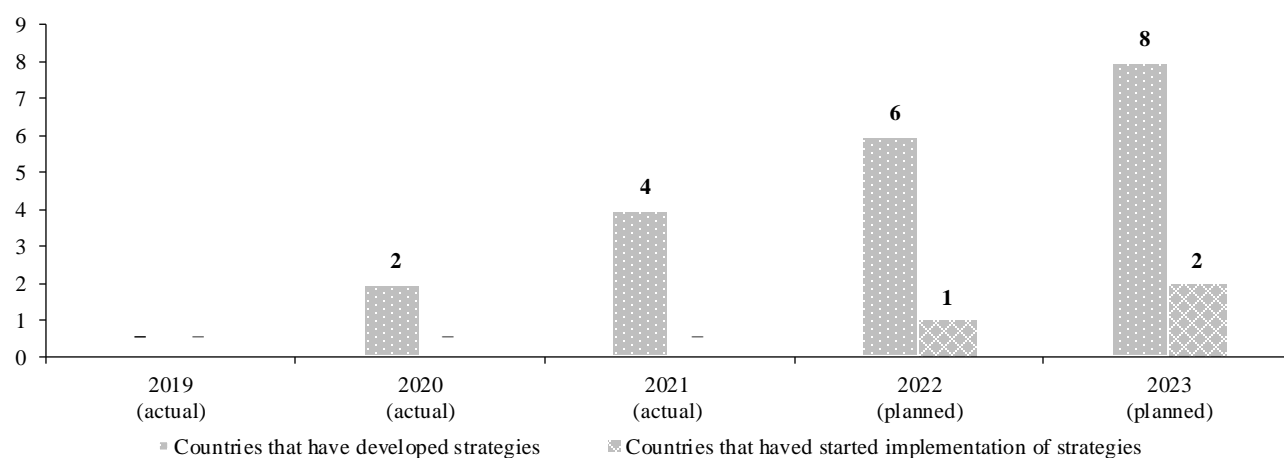
- 18.167 Intraregional trade is a key component for deepening regional integration and achieving sustainable development in Southern Africa. The roll-out of AfCFTA supports national and regional efforts towards integrated regional markets and regional value chains, facilitating development gains. The component provided support to member States in the subregion in ratifying the Agreement Establishing AfCFTA and in developing national implementation strategies. As of 2021, all beneficiary countries, except for Botswana and Mozambique, had ratified the Agreement. By the same date, Malawi, Namibia, Zambia and Zimbabwe had completed and validated their national implementation strategies.

Lessons learned and planned change

- 18.168 The lesson for the component was that adequate consultations with Governments and all relevant stakeholders, including the regional economic communities and the private sector, were critical for AfCFTA-related strategy formulation and implementation. A regional integration lens will allow for a broader developmental perspective that promotes coordinated and integrated implementation and the development of regional value chains that include social and environmental dimensions. In applying the lesson, the component will undertake further consultations with relevant national stakeholders, including MSMEs, and regional economic communities for increased buy-in and sustainability of strategies. Furthermore, the component will enhance its AfCFTA strategy development-related interventions by building on the experiences of SADC, COMESA and the tripartite (SADC-COMESA-East African Community) free trade agreements.
- 18.169 Expected progress towards the objective is presented in the performance measure below (see figure 18.XXIV)

Figure 18.XXIV

Performance measure: number of countries in Southern Africa that have developed and started implementation of national AfCFTA strategies (cumulative)



Deliverables

18.170 Table 18.32 lists all deliverables of the component.

Table 18.32

Subprogramme 7, component 5: deliverables for the period 2021–2023, by category and subcategory

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	2	4	4	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 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	1
4. Progress report on regional and international agendas and other special initiatives in Southern Africa	–	1	1	1
Substantive services for meetings (number of three-hour meetings)	8	8	8	8
5. Annual session of the Intergovernmental Committee of Senior Officials and Experts for Southern Africa	8	8	8	8
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	2	2	2
6. 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	5	6	6
8. Training event on regional integration in Southern Africa	3	3	2	2
9. Workshop on economic and social development in Southern Africa	2	2	2	2
10. Training event on inclusive industrialization and regional integration	–	–	2	2
Publications (number of publications)	2	2	2	2
11. On regional integration in Southern Africa	1	1	1	1
12. On industrialization in Southern Africa	1	1	1	1
Technical materials (number of materials)	2	2	2	2
13. On industrialization and economic transformation in Southern Africa	1	1	1	1
14. 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 and operationalization of AfCFTA, and consultation and advice for the work of 11 United Nations country teams in Southern Africa (in Angola, Botswana, Eswatini, Lesotho, Malawi, Mauritius, Mozambique, Namibia, South Africa, Zambia and Zimbabwe) covered by the component (Subregional Office for Southern Africa).				
Databases and substantive digital materials: database on economic and social statistics.				
D. Communication deliverables				
Outreach programmes, special events and information material: events and quarterly electronic newsletters on inclusive industrialization and regional integration.				
Digital platforms and multimedia content: web-based information, content for social media accounts and communities of practice.				

Subprogramme 8

Economic development and planning

Objective

- 18.171 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

- 18.172 To contribute to the objective, the subprogramme will:
- (a) Continue delivering face-to-face and online training based on enriched content on sectoral, national and regional development and medium to long-term planning to deal with the socioeconomic impact of the COVID-19 pandemic, based on updated content on economic and social policy formulation and management;
 - (b) Continue to promote peer learning and collaboration among African development planners through a community of practice and provide wide access to its digitized knowledge repository on the evolution of development planning in Africa and through policy briefs and research papers;
 - (c) In cooperation with resident coordinator offices, other subprogrammes and components and external partners, enhance countries' capacity to monitor and evaluate the implementation of the 2030 Agenda and Agenda 2063 using the integrated planning and reporting toolkit developed by ECA, assisting member States in making progress towards the achievement of the Sustainable Development Goals, with a focus on Goals 1, 5, 8 and 17;
 - (d) Foster knowledge generation, cross-fertilization and knowledge-sharing through research products, fellowship programmes, development seminars and high-level policy dialogues;
 - (e) Continue to emphasize the mainstreaming of a gender perspective and youth-related issues in all relevant public policies through the identification of relevant courses in which gender equality and youth-related content, such as entrepreneurship, employment, a green economy in the context of sustainable development and poverty eradication, innovation and digital transformation, will be included, contributing to the progress of member States in achieving Goals 7 and 8;
 - (f) Stemming from the impact of COVID-19 on country planning processes, a risk management dimension will be integrated into capacity-building and research programmes.
- 18.173 The above-mentioned work is expected to result in:
- (a) Development planners being better informed and equipped to effect cross-cutting COVID-19-responsive development planning processes, in support of structural transformation;
 - (b) Enhanced competence of professional planners and policymakers in mainstreaming the COVID-19 context and risk in policy management and development planning, strengthening the inclusiveness of economies and their resilience to shocks;
 - (c) Officials and other stakeholders being capable of more effectively formulating, managing and influencing public policies;
 - (d) More inclusive approaches to the formulation of development policies by Member States.

Programme performance in 2021

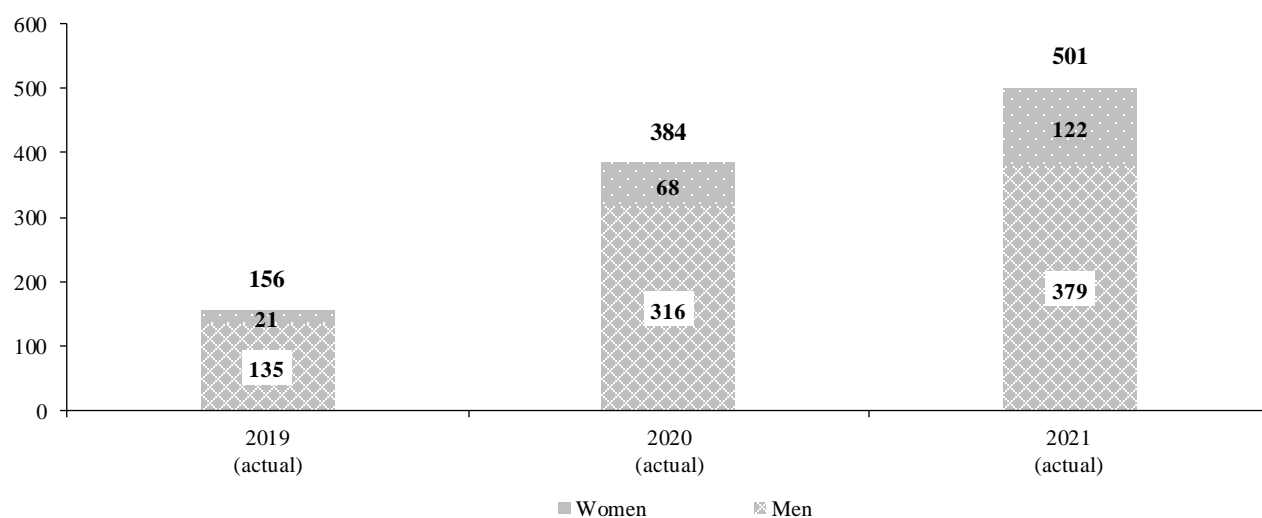
Strengthened capacity of member States in macroeconomic and socioeconomic policy development for COVID-19 response and recovery

18.174 The COVID-19 pandemic severely affected the economic development of member States by reducing GDP and increasing interest rates. This situation contributed to debt distress, exacerbated by damped trade, volatile commodity prices and macroeconomic uncertainty. To alleviate this socioeconomic condition, the subprogramme strengthened the capacity of 501 government officials and policymakers (including 122 women) on macroeconomic-related issues. This was achieved through eight courses, three webinars and a community of practice session (involving 15 countries), focused on how to mitigate the pandemic impacts and stimulate member States' economic growth. The training encompassed topics such as the macroeconomic framework for an inclusive green economy amid the new COVID-19 wave. In collaboration with the Open Society Initiative for West Africa, the subprogramme gathered information on member States' economic response in the production of five case studies on debt management and fiscal policies, with a focus on the macroeconomic situation in the aftermath of the first COVID-19 outbreak. Training programmes at the African Institute for Economic Development and Planning in 2021 resulted in 75 per cent of public officials attesting, with concrete evidence, to have utilized the knowledge, skills and tools they attained to positively influence socioeconomic policy in their respective countries. Finally, a special initiative, the Young Economists Network, was launched involving 744 Master's or doctorate students in 70 universities from 27 countries.

18.175 Progress towards the objective is presented in the performance measure below (see figure 18.XXV).

Figure 18.XXV

Performance measure: beneficiaries with increased capacity in macroeconomic policy analysis, modelling and planning (cumulative)



Planned results for 2023

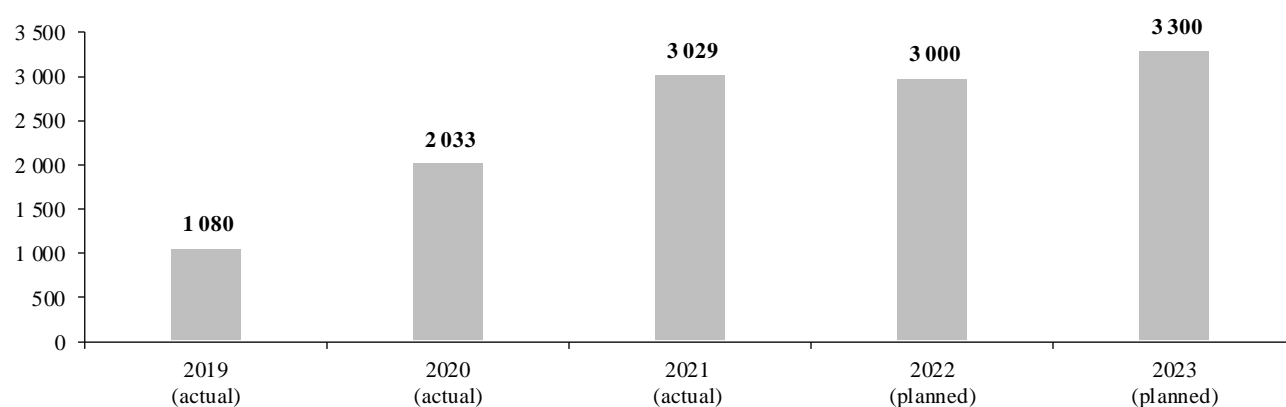
Result 1: improved public sector management and development planning

Programme performance in 2021 and target for 2023

- 18.176 The subprogramme's work contributed to 441 experts having strengthened their capacities in public policy formulation through analytical research activities and the delivery of 40 online training programmes leading to building the capacity of 3,029 officials (946 women), which exceeded the planned target of 3,000 trainees (800 women).
- 18.177 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 18.XXVI).

Figure 18.XXVI

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



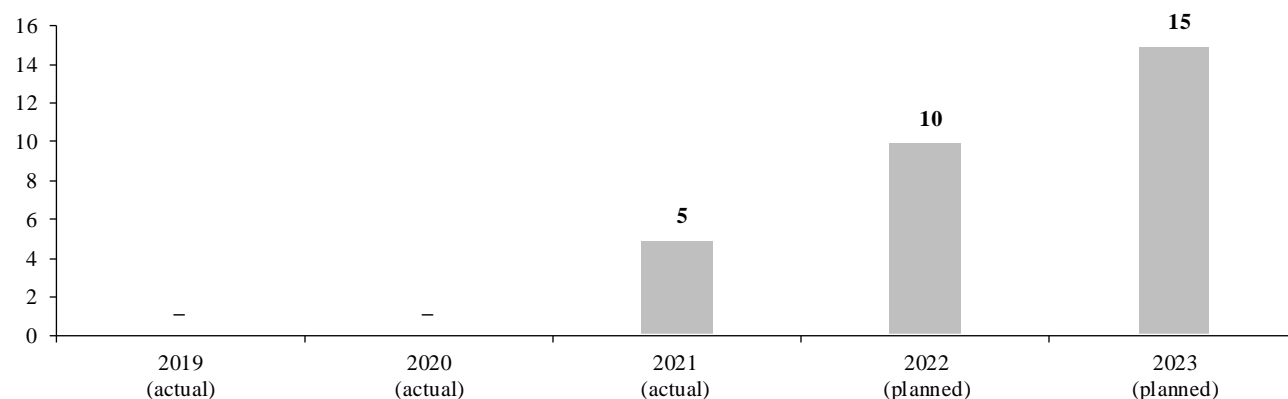
Result 2: enhanced capacity of professional planners and policymakers for more inclusive and resilient economies

Programme performance in 2021 and target for 2023

- 18.178 The subprogramme's work contributed to the development of five national policies, in Botswana, Burkina Faso, the Central African Republic, the Comoros and Madagascar, directed towards building more inclusive and resilient economies by member States, which met the planned target.
- 18.179 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 18.XXVII).

Figure 18.XXVII

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



Result 3: strengthened capacity of member States for mainstreaming risk management into policy planning and development

Proposed programme plan for 2023

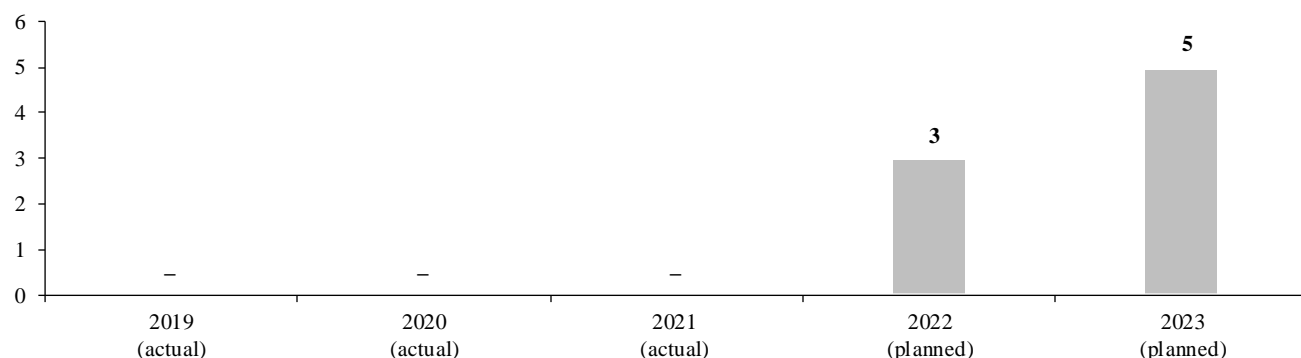
- 18.180 The emergency caused by the COVID-19 pandemic has revealed the vulnerability and deficiency in the design of policy management and development planning. Emergency responses across the world have led to drastic changes in local and global development trajectories within a very short period. Yet how these changes will take shape in the future depend on underlying historical and socioeconomic forces. In this context, it is essential to make investment decisions based on a risk analysis that contributes to appropriate decisions and to consider the effects of uncertainty on development planning and strategic objectives. Therefore, the subprogramme decided to integrate risk management into its training and research activities to provide planners with innovative approaches to design and mainstream sustainable risk management frameworks in policy planning and development. These activities will strengthen member States' capacity to craft and implement enhanced processes for understanding risk and mitigating outcomes that may change owing to impacts of risk events such as global health threats and climate disasters. They will serve as drivers of risk resilience mainstreaming in strategic policy planning and the design and implementation of risk reduction programmes essential to achieving the Sustainable Development Goals.

Lessons learned and planned change

- 18.181 The lesson for the subprogramme was that countries' economic performance has drastically suffered owing to COVID-19. The pandemic has highlighted the urgency to address risks within development planning and to create a conducive environment for mainstreaming. In applying the lesson, the subprogramme will, in consultation with member States, continue in 2023 to design and deliver training and research programmes in the areas of risk management and risk mainstreaming in development planning processes. These activities will enhance and develop the practical knowledge and skills of officials to reduce gaps in understanding around risk analysis, explore mainstreaming incentives and bottlenecks, analyse the full spectrum of societal, geopolitical and environmental risk and technological impacts on countries' macroeconomy, and operationalize the risks within new or existing development planning frameworks. In addition, they will support the implementation of procedures to reduce vulnerability, treating risk reduction agendas as an integral part of national development planning processes rather than being overlooked for the benefit of other issues.
- 18.182 Expected progress towards the objective is presented in the performance measure below (see figure 18.XXVIII)

Figure 18.XXVIII

Performance measure: policies developed by member States that include integrated risk management (cumulative)



Deliverables

18.183 Table 18.33 lists all deliverables of the subprogramme.

Table 18.33

Subprogramme 8: deliverables for the period 2021–2023, by category and subcategory

<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	1	1
1. Report to the Conference of African Ministers of Finance, Planning and Economic Development and the ECA Committee of Experts	1	1	1	1
Substantive services for meetings (number of three-hour meetings)	4	2	4	4
2. Statutory meetings of the Governing Council of the African Institute for Economic Development and Planning	2	1	2	2
3. Meetings of the Technical Advisory Committee of the Governing Council of the African Institute for Economic Development and Planning	2	1	2	2
Conference and secretariat services for meetings (number of three-hour meetings)	4	2	4	4
4. Meetings of the Governing Council of the African Institute for Economic Development and Planning	2	1	2	2
5. Meetings of the Technical Advisory Committee of the Governing Council of the African Institute for Economic Development and Planning	2	1	2	2
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	60	43	53	53
6. Projects to design and deliver a portfolio of training programmes (in English and French) on development planning and economic management, including self-paced, instructor-led and blended courses or webinars to upskill middle, senior and executive-level public officials from African countries	55	41	50	50
7. Projects 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
8. Visiting research fellowships for policy researchers and African policy officials to undertake publishable work leading to policy recommendations on development planning and economic management	4	1	2	2

Category and subcategory	2021 planned	2021 actual	2022 planned	2023 planned
Seminars, workshops and training events (number of days)	16	16	20	20
9. Seminars on various aspects of development planning and economic management to build the capacity of African senior policymakers through mutual learning and knowledge exchange	10	10	12	12
10. Workshops on curriculum development, gathering experts to develop new training courses addressing the deduced and expressed capacity development needs of Member States	6	6	8	8
Publications (number of publications)	2	1	4	4
11. On economic management and development planning	2	1	4	4
Technical materials (number of materials)	45	41	34	27
12. On economic management and development planning	35	27	24	12
13. On development planning and economic management for use in self-paced distance learning uploaded to classified knowledge repositories	10	14	10	15
C. Substantive deliverables				
Consultation, advice and advocacy: advisory services to five member States and three regional economic communities on economic management, development planning and capacity-building; field visits will allow an evaluation of the impact of the classroom learning in areas such as industrialization, transport and infrastructure, agriculture, mining and natural resources management and tourism, in collaboration with subprogrammes concerned and the United Nations system.				
Databases and substantive digital materials: two communities of practice for African development planners.				
D. Communication deliverables				
Outreach programmes, special events and information materials: high-level policy dialogues involving policymakers, the private sector and 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

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

Strategy

- 18.185 To contribute to the objective, the subprogramme will:
- (a) Develop analytical knowledge and provide technical assistance for improving member States' capacities in designing national policies and strategies for eradication of extreme poverty, protection of the economically vulnerable and reduction of inequalities with a focus on health, social protection, population and development and migration;
 - (b) Provide technical assistance, organize regional dialogue and foster learning on strategies that promote inclusion and equitable development in Africa;

- (c) Develop analytical knowledge and provide technical assistance to 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, 2002, the Programme of Action of the International Conference on Population and Development, the Addis Ababa Declaration on Population and Development in Africa beyond 2014 and the New Urban Agenda;
- (d) Develop the knowledge of member States, provide technical assistance and facilitate regional policy learning and dialogue related to urban job creation, development of urban strategies and investment frameworks and economic resilience strategies, helping member States to make progress towards Sustainable Development Goal 11;
- (e) Provide technical assistance in measuring and monitoring urbanization dynamics in partnership with the African Union Commission, UN-Habitat, AfDB and the organization United Cities and Local Governments of Africa.

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

- (a) Enhanced, evidence-based policy options for poverty eradication, protection of the economically vulnerable and reduction in inequality;
- (b) Strengthened responses by member States to address 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) Enhanced measurement and monitoring of urbanization dynamics by member States;
- (e) Improved economic and financial recovery and resilience in African countries.

Programme performance in 2021

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

18.187 The COVID-19 pandemic had devastating impacts in Africa, slowing economic growth, disrupting businesses and employment and pushing millions into extreme poverty, thus reversing more than two decades of progress in poverty reduction. The subprogramme analysed the features of vulnerability exposed by COVID-19 and developed analytical and diagnostic policy tools for member States' responses to recover and build improved resilience. These tools were applied in five member States' policy formulation processes.

18.188 Progress towards the objective is presented in the performance measure below (see table 18.34).

Table 18.34
Performance measure

2019 (actual)	2020 (actual)	2021 Actual
—	—	Five member States (Chad, Kenya, Mauritania, Mozambique and Nigeria) formulated inclusive social policies with strengthened national capacities to formulate such policies through the production of policy tools for interactive engagement with national policymakers

Planned results for 2023

Result 1: adoption of urban frameworks for urban job creation in Africa

Programme performance in 2021 and target for 2023

- 18.189 The subprogramme's work contributed to the formulation of an urban strategy and investment framework for national development planning, integration of urban job priorities in national development and industrial plans and urban economic recovery and resilience strategies in seven member States (Cameroon (Yaoundé), Chad, Djibouti, Ethiopia, Ghana (Accra), Uganda, and Zimbabwe (Harare)), which exceeded the planned target of formulating urban strategies and investment frameworks for national development planning.
- 18.190 Progress towards the objective and the target for 2023 are presented in the performance measure below (see table 18.35).

Table 18.35

Performance measure

<i>2019 (actual)</i>	<i>2020 (actual)</i>	<i>2021 (actual)</i>	<i>2022 (planned)</i>	<i>2023 (planned)</i>
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, including their integration into national development planning in seven member States at the national and local levels	Strengthened capacities of five member States to design strategies for accelerated urban job creation in the context of national development planning	Improved knowledge and capacities of four additional member States to design strategies that leverage the economic and financial potential of urbanization for job creation

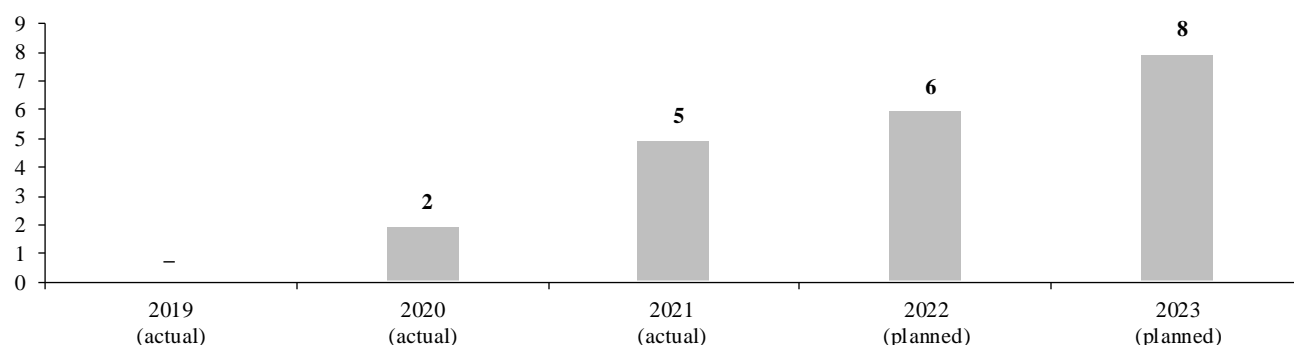
Result 2: increased national capacities to design inclusive policies

Programme performance in 2021 and target for 2023

- 18.191 The subprogramme contributed to improved knowledge and skills of five member States using tools to design inclusive social policies for reducing risk and vulnerability, which exceeded the planned target of four States.
- 18.192 Progress towards the objective and the target for 2023 are presented in the performance measure below (see figure 18.XXIX).

Figure 18.XXIX

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



Result 3: enhanced capacity of member States to leverage continental initiatives for promoting youth policies

Proposed programme plan for 2023

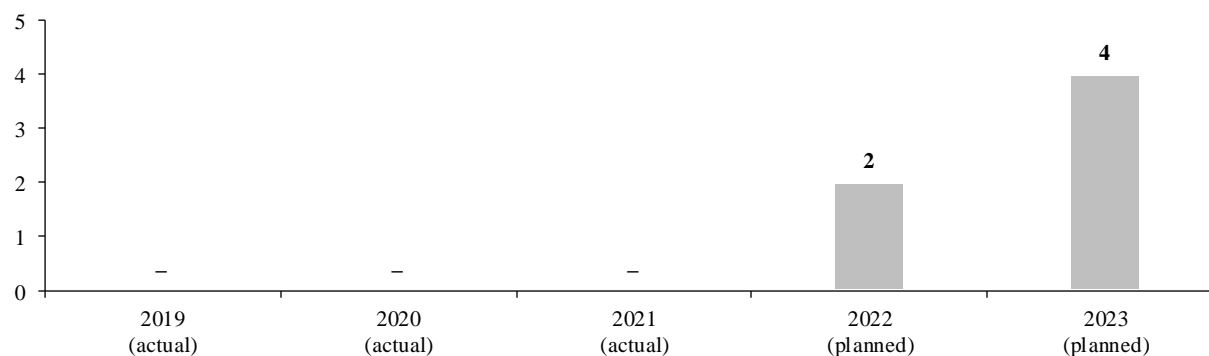
- 18.193 The vulnerabilities exposed by COVID-19 have been particularly severe for young people without social protection and who are informally employed. The subprogramme built on its analytical work on youth policies and youth employment with a focus on accelerating productive job creation and leveraging continental initiatives such as AfCFTA.

Lessons learned and planned change

- 18.194 The lesson learned for the subprogramme was that it needed to increase internal capacity on the thematic area of youth and youth policies and align it to the member States' need for renewed analytical and innovative responses to address the persistent and growing youth employment challenge in Africa. In applying the lesson, the subprogramme will develop specific youth programmes, including on aspects of social protection, skill development and employment creation options. The analytical work will be deepened through leveraging continental initiatives for improved job creation and inclusive social policies through engagement with resident coordinator offices, contributing to the production of policy diagnostic tools and enhancing the capacity of member States' policymakers.
- 18.195 Expected progress towards the objective is presented in the performance measure below (see figure 18.XXX).

Figure 18.XXX

Performance measure: number of countries with increased capacity in designing youth policies that leverage continental initiatives (cumulative)



Deliverables

18.196 Table 18.36 lists all deliverables of the subprogramme.

Table 18.36

Subprogramme 9: deliverables for the period 2021–2023, by category and subcategory

<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
A. Facilitation of the intergovernmental process and expert bodies				
Parliamentary documentation (number of documents)	1	1	–	1
1. Report to the Committee on Social Policy, Poverty and Gender	1	1	–	1
Substantive services for meetings (number of three-hour meetings)	4	4	–	4
2. Meetings of the Committee on Gender, Poverty and Social Policy	4	4	–	4
B. Generation and transfer of knowledge				
Field and technical cooperation projects (number of projects)	2	3	5	3
3. On urbanization and development to build the capacity of national policymakers	1	2	2	1
4. On social policy in Africa to enhance the capacities of policymakers in selected countries	1	1	2	1
5. Fellowship programme for young African scholars to build their capacity in the demographic dividend, employment, urbanization and migration	–	–	1	1
Seminars, workshops and training events (number of days)	12	12	13	11
6. Workshops on urbanization and development to build the policy capacity of member States	6	6	4	4
7. Workshop on peace and security in Africa in the context of the concept of “human security” in accordance with General Assembly resolution 66/290	–	–	1	1
8. Workshops on social policies and policy dialogues for national policymakers in selected countries	6	6	8	6
Publications (number of publications)	4	4	5	6
9. African Social Development Report	1	1	–	1
10. On the state of urbanization in Africa for evidence-based policymaking	1	1	1	1
11. On strategies to reduce the poverty gap in Africa	1	1	1	–
12. On the Africa Human Security Index (qualitative and quantitative)	–	–	–	1
13. On international migration in Africa	–	–	1	–
14. Africa Migration Report	1	1	–	1
15. Regional report on the Madrid International Plan of Action on Ageing	–	–	1	1
16. Regional report on the International Conference on Population and Development	–	–	1	1
Technical materials (number of materials)	2	2	3	3
17. On better monitoring of urbanization dynamics	–	–	1	1
18. On urbanization to raise awareness of African policymakers	1	1	1	–
19. On security and development in Africa in the context of the concept of “human security” in accordance with General Assembly resolution 66/290	–	–	–	1
20. On poverty and inequality	1	1	1	1
C. Substantive deliverables				

Consultation, advice and advocacy: knowledge products and improved data and statistics for evidence-based policies, strategies and investment to national policymakers in selected member States; advice for improved capacities in policy formulation, implementation and monitoring; policy dialogues for enhanced policy learning and exchange at the national and regional levels; high-level political dialogue on the Africa Human Security Index.

Part V Regional cooperation for development

<i>Category and subcategory</i>	<i>2021 planned</i>	<i>2021 actual</i>	<i>2022 planned</i>	<i>2023 planned</i>
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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 and visualization on voluntary local reviews, poverty and vulnerability, youth employment and the Africa Human Security Index, among other things.

B. Proposed post and non-post resource requirements for 2023

Overview

18.197 The proposed regular budget resources for 2023, including the breakdown of resource changes, as applicable, are reflected in tables 18.37 to 18.39.

Table 18.37

Overall: evolution of financial resources by object of expenditure

(Thousands of United States dollars)

Object of expenditure	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Post	46 880.4	50 961.7	—	—	(142.3)	(142.3)	(0.3)	50 819.4
Other staff costs	2 927.4	4 522.4	—	—	14.6	14.6	0.3	4 537.0
Non-staff compensation	—	—	—	—	—	—	—	—
Hospitality	—	20.7	—	—	—	—	—	20.7
Consultants	3 849.4	1 097.8	—	—	(5.5)	(5.5)	(0.5)	1 092.3
Experts	746.2	2 207.2	—	—	47.2	47.2	2.1	2 254.4
Travel of representatives	—	—	—	—	—	—	—	—
Travel of staff	911.0	1 180.2	—	—	—	—	—	1 180.2
Contractual services	6 534.9	6 556.3	—	—	169.7	169.7	2.6	6 726.0
General operating expenses	5 670.0	6 164.6	—	—	104.1	104.1	1.7	6 268.7
Supplies and materials	666.8	1 379.5	—	—	(91.1)	(91.1)	(6.6)	1 288.4
Furniture and equipment	2 930.2	2 653.8	—	—	(124.9)	(124.9)	(4.7)	2 528.9
Improvement of premises	250.3	101.8	—	—	(42.9)	(42.9)	(42.1)	58.9
Grants and contributions	1 281.1	570.0	—	—	(71.2)	(71.2)	(12.5)	498.8
Other	—	—	—	—	—	—	—	—
Total	72 647.8	77 416.0	—	—	(142.3)	(142.3)	(0.2)	77 273.7

Table 18.38

Overall: proposed posts and post changes for 2023

(Number of posts)

	Number	Details
Approved for 2022	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	(1)	1 LL Accounting Assistant under programme support
Conversion	—	1 LL Finance Assistant to NPO Associate Finance Officer under programme support 1 LL Senior Accounting Assistant to NPO Associate Finance Officer under programme support
Reassignment	—	1 LL Senior Information Systems Assistant as Senior Programme Management Assistant under subprogramme 4, Data and statistics 1 LL Information Management Assistant as Documents Management Assistant under programme support 1 LL Administrative Assistant as Programme Management Assistant under programme support

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.

Part V Regional cooperation for development

	<i>Number</i>	<i>Details</i>
		1 LL Team Assistant as Meetings Services Assistant under programme support
		1 LL Light Vehicle Driver as Team Assistant under subprogramme 7, component 1, Subregional activities in North Africa
Proposed for 2023	534	1 USG, 2 D-2, 15 D-1, 43 P-5, 69 P-4, 76 P-3, 27 P-2/1, 17 NPO, 284 LL

Table 18.39

Overall: proposed posts by category and grade

(Number of posts)

Category and grade	Changes					2023 proposed ^a
	2022 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	—	—	—	—	69
P-3	76	—	—	—	—	76
P-2/1	27	—	—	—	—	27
Subtotal	233	—	—	—	—	233
General Service and related						
NPO	15	—	—	2	2	17
LL	287	—	—	(3)	(3)	284
Subtotal	302	—	—	(1)	(1)	301
Total	535	—	—	(1)	(1)	534

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

18.198 Additional details on the distribution of the proposed resources for 2023 are reflected in tables 18.40 to 18.42 and figure 18.XXXI.

18.199 As reflected in tables 18.40 (1) and 18.41 (1), the overall resources proposed for 2023 amount to \$77,273,700 before recosting, reflecting a decrease of \$142,300 (or 0.2 per cent) compared with the appropriation for 2022. 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 18.40

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

(Thousands of United States dollars)

(1) Regular budget

Component/subprogramme	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
A. Policymaking organs	84.2	497.3	—	—	—	—	—	497.3
B. Executive direction and management	7 427.7	8 451.6	—	—	—	—	—	8 451.6
C. Programme of work								
1. Macroeconomic policy and governance	2 254.5	3 335.6	—	—	—	—	—	3 335.6
2. Regional integration and trade	2 785.9	3 016.0	—	—	—	—	—	3 016.0
3. Private sector development and finance	2 564.5	2 659.1	—	—	—	—	—	2 659.1
4. Data and statistics	4 543.9	4 494.1	—	—	(17.3)	(17.3)	(0.4)	4 476.8
5. Technology, climate change and natural resources management	2 920.6	3 025.8	—	—	—	—	—	3 025.8
6. Gender equality and women's empowerment	1 025.1	980.3	—	—	—	—	—	980.3
7. Subregional activities for development								
(a) Subregional activities in North Africa	2 918.5	3 124.4	—	—	(20.7)	(20.7)	—	3 103.7
(b) Subregional activities in West Africa	2 556.4	2 898.0	—	—	—	—	—	2 898.0
(c) Subregional activities in Central Africa	3 711.6	3 838.2	—	—	—	—	—	3 838.2
(d) Subregional activities in East Africa	2 762.6	2 981.4	—	—	—	—	—	2 981.4
(e) Subregional activities in Southern Africa	3 190.6	3 078.9	—	—	—	—	—	3 078.9
Subtotal, subprogramme 7	15 139.8	15 920.9	—	—	(20.7)	(20.7)	(0.1)	15 900.2
8. Economic development and planning	1 320.8	1 401.3	—	—	—	—	—	1 401.3
9. Poverty, inequality and social policy	2 947.4	2 955.2	—	—	—	—	—	2 955.2
Subtotal, C	35 502.5	37 788.3	—	—	—	—	—	37 750.3
D. Programme support	29 633.3	30 678.8	—	—	(104.3)	(104.3)	(0.3)	30 574.5
Subtotal, 1	72 647.8	77 416.0	—	—	(142.3)	(142.3)	(0.2)	77 273.7

(2) Extrabudgetary

Component/subprogramme	2021 expenditure	2022 estimate	Change	Percentage	2023 estimate
A. Policymaking organs	—	—	—	—	—
B. Executive direction and management	350.7	218.0	(28.0)	(12.8)	190.0
C. Programme of work					
1. Macroeconomic policy and governance	188.0	—	610.2	—	610.2
2. Regional integration and trade	6 618.9	7 398.6	(1 214.2)	(16.4)	6 184.4
3. Private sector development and finance	373.4	316.8	1 207.6	381.2	1 524.4
4. Data and statistics	1 293.8	1 627.6	798.2	49.0	2 425.8
5. Technology, climate change and natural resources management	2 839.4	2 529.0	(433.9)	(17.2)	2 095.1

Part V Regional cooperation for development

<i>Component/subprogramme</i>	<i>2021 expenditure</i>	<i>2022 estimate</i>	<i>Change</i>	<i>Percentage</i>	<i>2023 estimate</i>
6. Gender equality and women's empowerment	20.3	96.1	(46.8)	(48.7)	49.3
7. Subregional activities for development					
(a) Subregional activities in North Africa	75.4	—	—	—	—
(b) Subregional activities in West Africa	168.5	338.7	(238.7)	(70.5)	100.0
(c) Subregional activities in Central Africa	152.7	—	—	—	—
(d) Subregional activities in East Africa	—	—	—	—	—
(e) Subregional activities in Southern Africa	—	—	293.5	—	293.5
Subtotal, subprogramme 7	396.6	338.7	54.8	16.2	393.5
8. Economic development and planning	860.7	1 623.0	—	—	1 623.0
9. Poverty, inequality and social policy	157.4	288.2	419.9	145.7	708.1
Subtotal, C	12 748.5	14 218.0	1 395.8	9.8	15 613.8
D. Programme support	4 304.2	6 738.3	(50.0)	(0.7)	6 688.3
Subtotal, 2	17 403.4	21 174.3	1 317.8	6.2	22 492.1
Total	90 051.2	98 590.3	1 175.5	1.2	99 765.8

Table 18.41

Overall: proposed posts for 2023 by source of funding, component and subprogramme

(Number of posts)

(1) Regular budget

<i>Component/subprogramme</i>	<i>2022 approved</i>	<i>Changes</i>				<i>2023 proposed</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
5. Technology, climate change and natural resources 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

Section 18 Economic and social development in Africa

Component/subprogramme	2022 approved	Changes				2023 proposed
		Technical adjustments	New/expanded mandates	Other	Total	
8. Economic development and planning	–	–	–	–	–	–
9. Poverty, inequality and social policy	21	–	–	–	–	21
Subtotal, C	248	–	–	–	–	248
D. Programme support	234	–	–	–	(1)	233
Subtotal, 1	535	–	–	–	(1)	534

(2) Extrabudgetary

Component/subprogramme	2022 estimate	Change	2023 estimate
A. Policymaking organs	–	–	–
B. Executive direction and management	–	–	–
C. Programme of work			
1. Macroeconomic policy and governance	–	–	–
2. Regional integration and trade	10	–	10
3. Private sector development and finance	–	–	–
4. Data and statistics	4	–	4
5. Technology, climate change and natural resources management	4	–	4
6. Gender equality and women's empowerment	1	–	1
7. Subregional activities for development	–	–	–
(a) Subregional activities in North Africa	–	–	–
(b) Subregional activities in West Africa	–	–	–
(c) Subregional activities in Central Africa	–	–	–
(d) Subregional activities in East Africa	–	–	–
(e) Subregional activities in Southern Africa	–	–	–
8. Economic development and planning	20	–	20
9. Poverty, inequality and social policy	–	–	–
Subtotal, C	39	–	39
D. Programme support	32	–	32
Subtotal, 2	71	–	71
Total	606	(1)	605

Table 18.42

Overall: evolution of financial and post resources

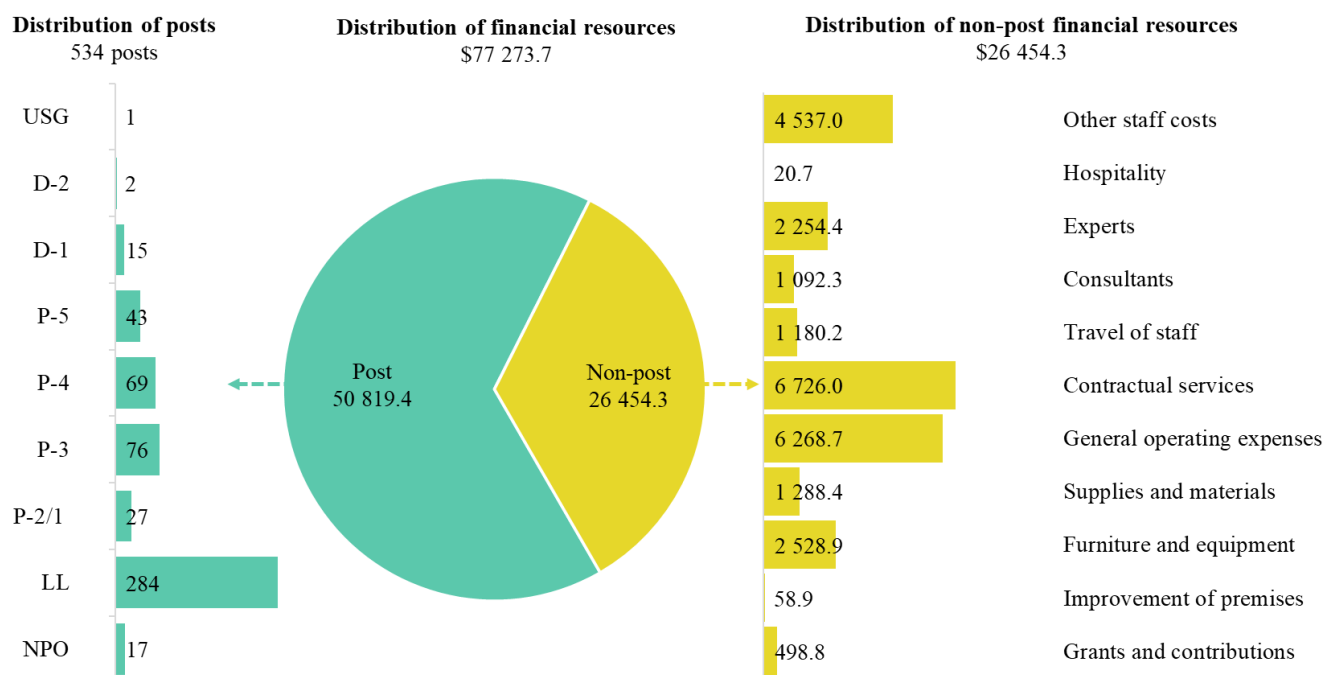
(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	46 880.4	50 961.7	—	—	(142.3)	(142.3)	(0.3)	50 819.4
Non-post	25 767.4	26 454.3	—	—	—	—	—	26 454.3
Total	72 647.8	77 416.0	—	—	(142.3)	(142.3)	(0.2)	77 273.7
Post resources by category								
Professional and higher		233	—	—	—	—	—	233
General Service and related		302	—	—	(1)	(1)	(0.2)	301
Total		535	—	—	(1)	(1)	(0.2)	534

Figure 18.XXXI

Distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Explanation of variances by factor, component and subprogramme

Overall resource changes

Other changes

18.200 As reflected in table 18.40 (1), resource changes reflect a decrease of \$142,300, as follows:

- (a) **Subprogramme 4, Data and statistics.** The decrease of \$17,300 relates to the proposed reassignment of one post of Senior Information Systems Assistant as Senior Programme Management Assistant (Local level), which is subject to a 50 per cent vacancy rate in accordance with established practice, as detailed in annex III;
- (b) **Subprogramme 7, Subregional activities for development.** The decrease of \$20,700 relates to the proposed reassignment of one post of Light Vehicle Driver as Team Assistant (Local level), under component 1, Subregional activities in North Africa, which is subject to a 50 per cent vacancy rate in accordance with established practice, as detailed in annex III;
- (c) **Programme support.** The decrease of \$104,300 relates to:
 - (i) The proposed abolition of one post of Accounting Assistant (Local level), as detailed in annex III (\$37,400);
 - (ii) The proposed reassignment of three Local level posts, namely one post of Information Management Assistant as Documents Management Assistant, one post of Administrative Assistant as Programme Management Assistant, and one post of Team Assistant as Meeting Services Assistant, which are subject to a 50 per cent vacancy rate in accordance with established practice, as detailed in annex III (\$51,900);
 - (iii) The proposed conversion of two Local level posts to the National Professional Officer level, namely one post from Finance Assistant to Associate Finance Officer and one from Senior Accounting Assistant to Associate Finance Officer, which are subject to a 50 per cent vacancy rate in accordance with established practice, as detailed in annex III (\$15,000).

Extrabudgetary resources

18.201 As reflected in tables 18.40 (2) and 18.41 (2), ECA expects to continue to receive both cash and in-kind contributions, which complement regular budget resources. For 2023, extrabudgetary resources are estimated at \$22,492,100 and would provide for 71 posts, as presented in table 18.41 (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 macroeconomic modelling for African policymakers and experts; supporting the accelerated programme on civil registration and vital statistics; boosting of intra-African trade; strengthening advisory capacities for land governance in Africa; developing privacy and data protection frameworks in implementing digital identification systems in Africa; building capacity for inclusive and equitable African trade arrangements; deepening African trade integration through effective implementation of the Agreement Establishing AfCFTA to support economic integration and operationalizing AfCFTA; supporting private sector development; and pooling procurement of essential drugs, products and local pharmaceutical production. The expected increase of \$1,317,800 is due mainly to increased requirements for consultants, advisory services and expert group meetings. Extrabudgetary resources represent 22.5 per cent of the total estimated resources for ECA.

18.202 The extrabudgetary resources under this section are subject to the oversight of the Under-Secretary-General of ECA, who has delegated authority from the Secretary-General.

Polymaking organs

- 18.203 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 18.43 provides information on the standing intergovernmental organs and related resource requirements.

Table 18.43

Polymaking organs

(Thousands of United States dollars)

<i>Polymaking organ</i>	<i>Description</i>	<i>Additional information</i>	<i>2022 appropriation</i>	<i>2023 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 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.	Mandate: Economic and Social Council resolution 671 A (XXV) of 29 April 1958 Membership: 54 government officials Number of sessions in 2022: 1 Number of sessions in 2023: 1	234.8	234.8
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 Number of sessions in 2023: 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 Number of sessions in 2023: 1	52.5	52.5
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 Number of sessions in 2023: 1	52.5	52.5

Section 18 Economic and social development in Africa

<i>Polymaking organ</i>	<i>Description</i>	<i>Additional information</i>	<i>2022 appropriation</i>	<i>2023 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 Number of sessions in 2023: 1	52.5	52.5
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 sustainable development, 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, the blue economy, climate change, land and natural resources management and the green economy, in support of the attainment of the development objectives of the 2030 Agenda 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 Number of sessions in 2023: 1	52.5	52.5
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 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.	Mandate: Economic Commission for Africa resolution 966 (LII) of 26 March 2019 Membership: 54 government officials Number of sessions in 2022: 1 Number of sessions in 2023: 1	52.5	52.5
Total			497.3	497.3

18.204 The proposed regular budget resources for 2023 amount to \$497,300 and reflect no change in the resource level compared with the appropriation for 2022. Additional details on the distribution of the proposed resources for 2023 are reflected in table 18.44 and figure 18.XXXII.

Table 18.44

Policymaking organs: evolution of financial resources

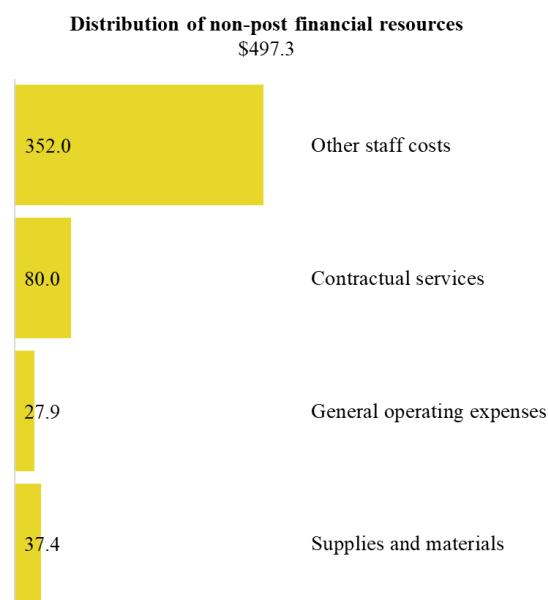
(Thousands of United States dollars)

	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Non-post	84.2	497.3	–	–	–	–	–	497.3
Total	84.2	497.3	–	–	–	–	–	497.3

Figure 18.XXXII

Policymaking organs: distribution of proposed resources for 2023 (before recosting)

(Thousands of United States dollars)

**Executive direction and management**

- 18.205 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.
- 18.206 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 AfDB, regional economic communities and other key stakeholders, to promote synergies across policies on major development issues. The Office of the Executive Secretary ensures that the development priorities and positions of Africa on critical issues are reflected at the global level and provides policy guidance and leadership with respect to the formulation of regional strategies and programmes, in line with the goals set out in the 2030 Agenda and Agenda 2063. 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.

- 18.207 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 and disability inclusion.
- 18.208 The Office of the Deputy Executive Secretary (Programme Support) 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. 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. The Office is also responsible for ensuring business continuity.
- 18.209 The Strategic Planning, Oversight and Results Division includes the Evaluation Section, the Corporate Policy, Planning, Monitoring and Reporting Section, the Standards and Quality Assurance Section and the Joint Security Support Office. 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 OIOS and external auditors.
- 18.210 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 2023, ECA will continue to reduce its greenhouse gas footprint and will maintain its greenhouse gas neutrality by offsetting its remaining footprint.
- 18.211 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 18.45. ECA endeavours to redouble its efforts to plan well in advance and raise awareness with programme managers about the importance of early nomination of travellers and the policy regarding advance booking. In addition, ECA continues its corporate agreement with the airlines, which provides for extended ticketing time limits and thus mitigates the impact on cost of late purchases.

Table 18.45
Compliance rate
(Percentage)

	<i>Actual 2019</i>	<i>Actual 2020</i>	<i>Actual 2021</i>	<i>Planned 2022</i>	<i>Planned 2023</i>
Timely submission of documentation	100	100	100	100	100
Air tickets purchased at least two weeks before the commencement of travel	15	22	8.4	100	100

- 18.212 The proposed regular budget resources for 2023 amount to \$8,451,600 and reflect no change in the resource level compared with the appropriation for 2022. Additional details on the distribution of the proposed resources for 2023 are reflected in table 18.46 and figure 18.XXXIII.

Table 18.46

Executive direction and management: evolution of financial and post resources

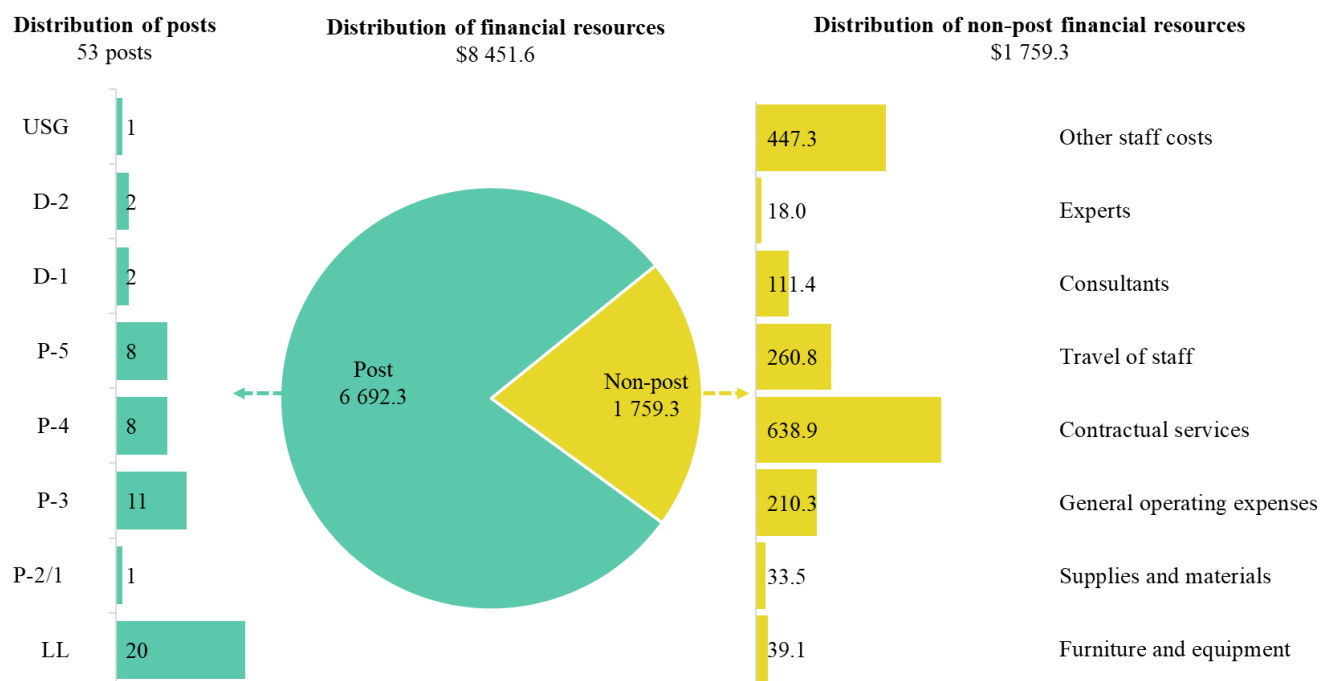
(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	5 358.7	6 692.3	—	—	—	—	—	6 692.3
Non-post	2 069.0	1 759.3	—	—	—	—	—	1 759.3
Total	7 427.7	8 451.6	—	—	—	—	—	8 451.6
Post resources by category								
Professional and higher		33	—	—	—	—	—	33
General Service and related		20	—	—	—	—	—	20
Total		53	—	—	—	—	—	53

Figure 18.XXXIII

Executive direction and management: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)


Extrabudgetary resources

- 18.213 Extrabudgetary resources for executive direction and management are estimated at \$190,000 and would provide for non-post resources. The resources would support the Mo Ibrahim Foundation leadership programme. The expected decrease of \$28,000 is due to a lower number of fellows.

Programme of work

Subprogramme 1 Macroeconomic policy and governance

18.214 The proposed regular budget resources for 2023 amount to \$3,335,600 and reflect no change in the resource level compared with the appropriation for 2022. Additional details on the distribution of the proposed resources for 2023 are reflected in table 18.47 and figure 18.XXXIV.

Table 18.47

Subprogramme 1: evolution of financial and post resources

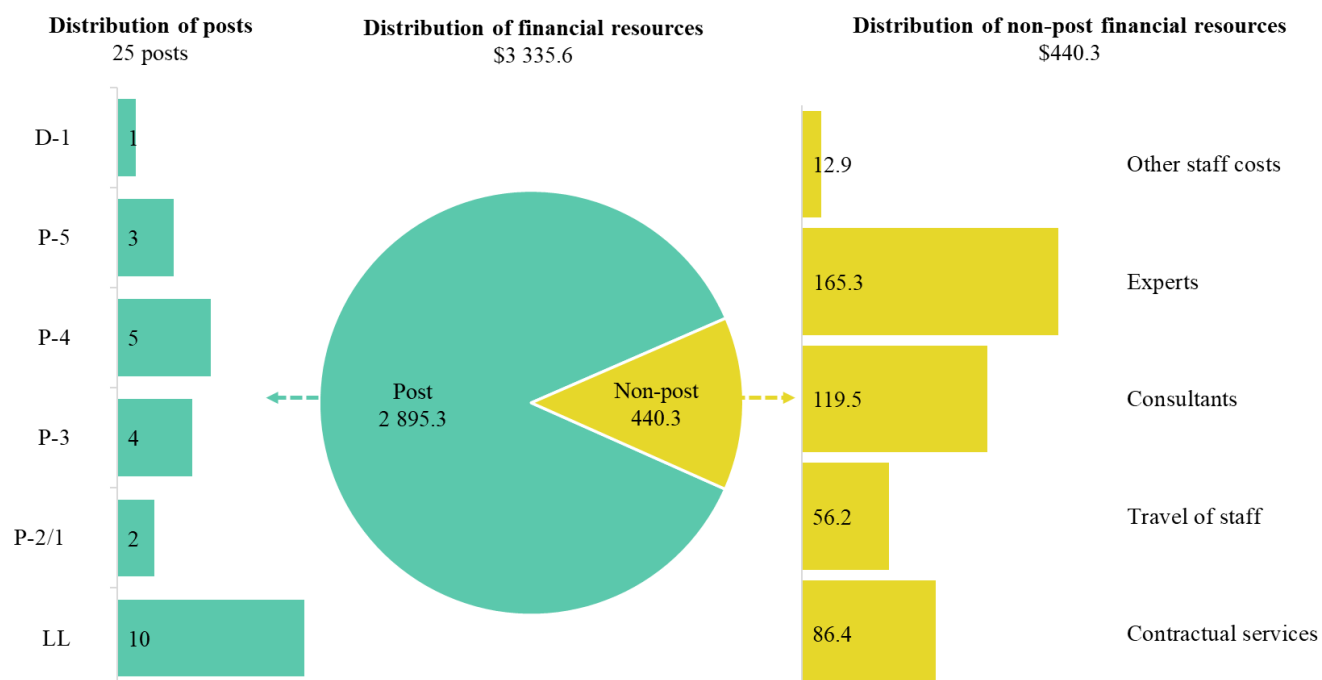
(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 868.9	2 895.3	—	—	—	—	—	2 895.3
Non-post	385.6	440.3	—	—	—	—	—	440.3
Total	2 254.5	3 335.6	—	—	—	—	—	3 335.6
Post resources by category								
Professional and higher		15	—	—	—	—	—	15
General Service and related		10	—	—	—	—	—	10
Total		25	—	—	—	—	—	25

Figure 18.XXXIV

Subprogramme 1: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

- 18.215 Extrabudgetary resources for the subprogramme are estimated at \$610,200 and would provide for non-post resources. The resources would assist technical cooperation projects, research and analysis on emerging economic issues and challenges to sustainable development and growth in Africa, macroeconomic modelling for African policymakers and convening of the African Economic Conference. The expected increase of \$610,200 is due mainly to increased estimates to organize the conference and support the project on illicit financial flows from Africa.

Subprogramme 2
Regional integration and trade

- 18.216 The proposed regular budget resources for 2023 amount to \$3,016,000 and reflect no change in the resource level compared with the appropriation for 2022. Additional details on the distribution of the proposed resources for 2023 are reflected in table 18.48 and figure 18.XXXV.

Table 18.48

Subprogramme 2: evolution of financial and post resources

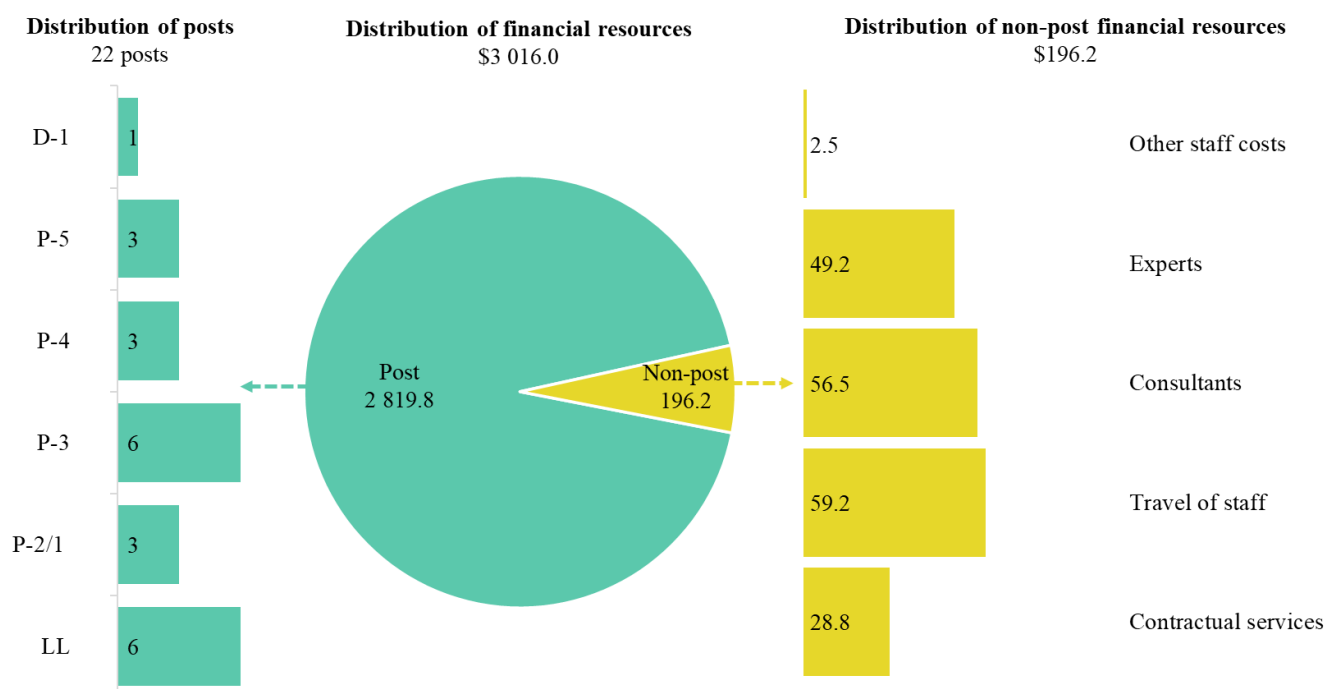
(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	2 619.1	2 819.8	—	—	—	—	—	2 819.8
Non-post	166.8	196.2	—	—	—	—	—	196.2
Total	2 785.9	3 016.0	—	—	—	—	—	3 016.0
Post resources by category								
Professional and higher		16	—	—	—	—	—	16
General Service and related		6	—	—	—	—	—	6
Total		22	—	—	—	—	—	22

Figure 18.XXXV

Subprogramme 2: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)

**Extrabudgetary resources**

- 18.217 Extrabudgetary resources for the subprogramme are estimated at \$6,184,400 and would provide for 10 posts (1 D-1, 3 P-3, 3 P-2, 2 National Professional Officer and 1 Local Level), 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 strengthening African countries and the regional economic communities' institutional capacities, boosting intra-African trade and informal cross-border trade data collection and operationalizing AfCFTA. The expected decrease of \$1,214,200 is due mainly to decreased estimates for the project on deepening Africa's trade integration through effective implementation of AfCFTA, to support economic integration.

Subprogramme 3

Private sector development and finance

- 18.218 The proposed regular budget resources for 2023 amount to \$2,659,100 and reflect no change in the resource level compared with the appropriation for 2022. Additional details on the distribution of the proposed resources for 2023 are reflected in table 18.49 and figure 18.XXXVI.

Table 18.49

Subprogramme 3: evolution of financial and post resources

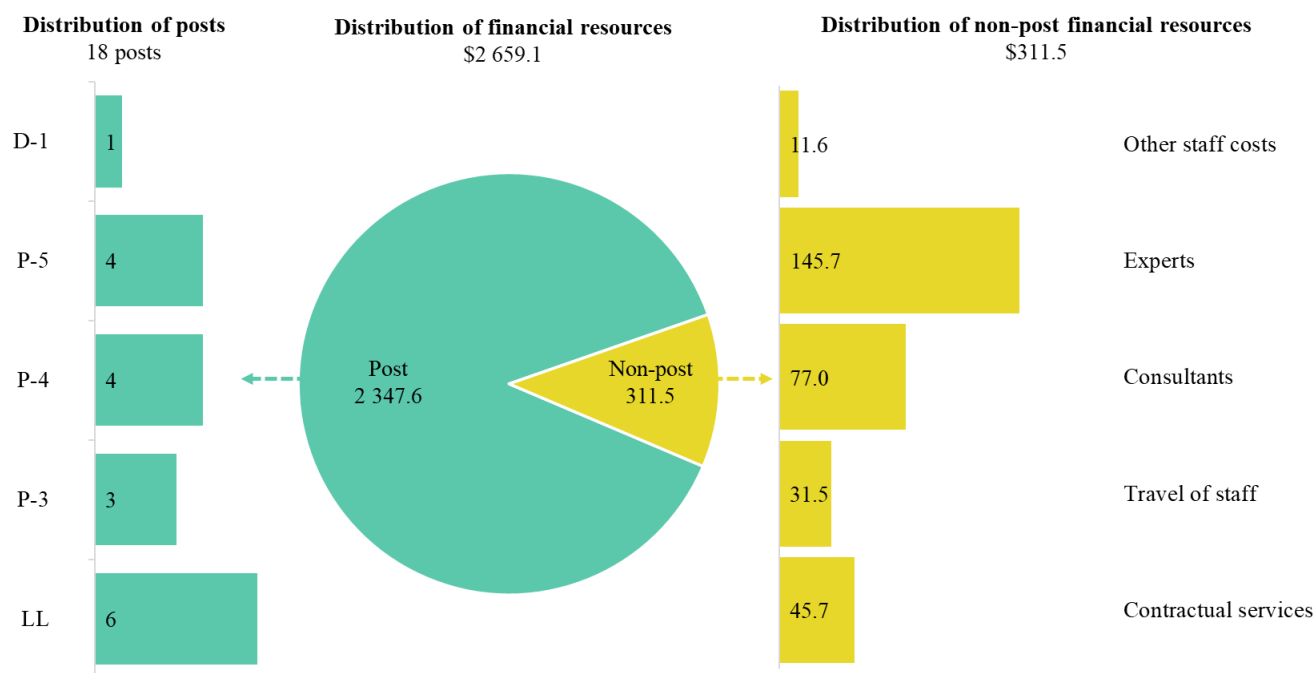
(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)	
			Technical adjustments	New/expanded mandates	Other	Total	Percentage		
Financial resources by main category of expenditure									
Post	2 274.1	2 347.6	—	—	—	—	—	2 347.6	
Non-post	290.4	311.5	—	—	—	—	—	311.5	
Total	2 564.5	2 659.1	—	—	—	—	—	2 659.1	
Post resources by category									
Professional and higher		12	—	—	—	—	—	12	
General Service and related		6	—	—	—	—	—	6	
Total		18	—	—	—	—	—	18	

Figure 18.XXXVI

Subprogramme 3: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)

**Extrabudgetary resources**

- 18.219 Extrabudgetary resources for the subprogramme are estimated at \$1,524,400 and would provide for non-post resources. The resources would provide for technical cooperation projects, research and analysis in the area of implementation of the single African air transport market; development of curricula on land governance in Africa; and stock exchange development and integration in Africa. The expected increase of \$1,207,600 is due mainly to a study on the implications of energy on AfCFTA; alignment of energy infrastructure policies and land reform; innovative finance and financial market development in Africa; and expert group meetings on local currency sovereign ratings and mobilization of institutional investors.

Subprogramme 4

Data and statistics

18.220 The proposed regular budget resources for 2023 amount to \$4,511,400 and reflect a decrease of \$17,300 compared with the appropriation for 2022. The proposed decrease is explained in paragraph 18.200 (a) above. Additional details on the distribution of the proposed resources for 2023 are reflected in table 18.50 and figure 18.XXXVII.

Table 18.50

Subprogramme 4: evolution of financial and post resources

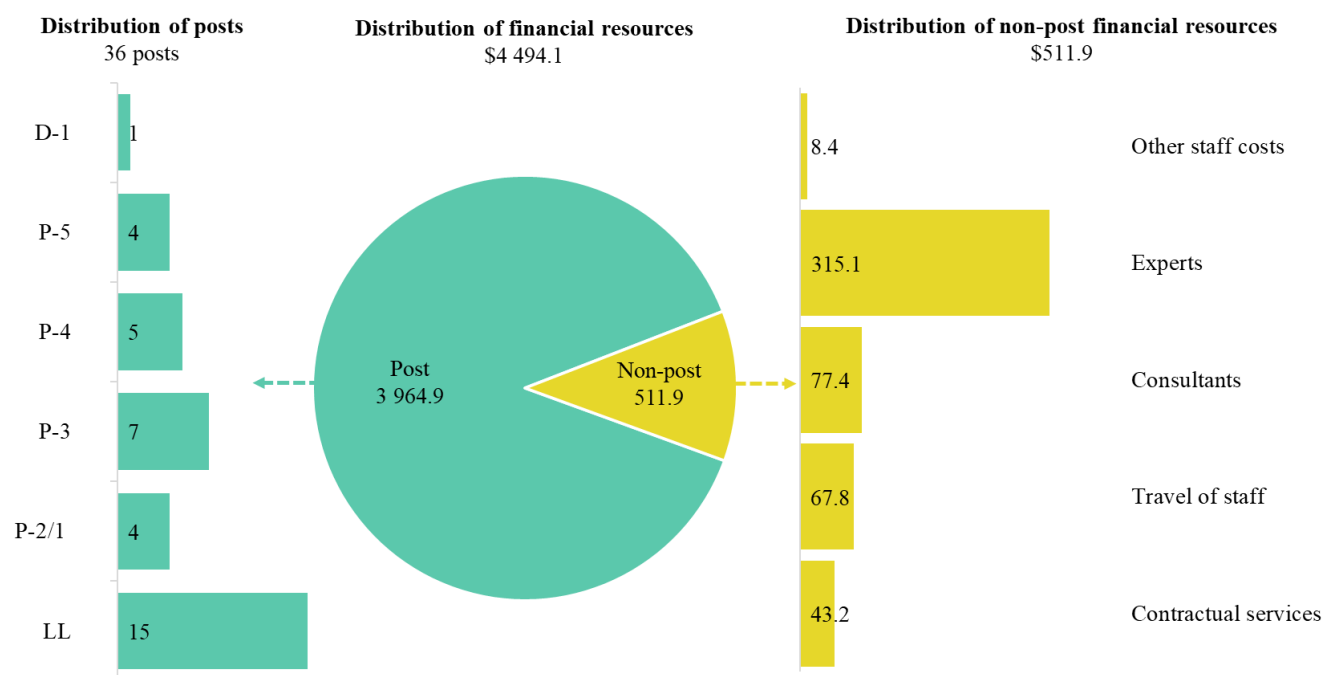
(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	4 028.8	3 964.9	—	—	17.3	17.3	0.4	3 982.2
Non-post	515.1	511.9	—	—	—	—	—	511.9
Total	4 543.9	4 476.8	—	—	17.3	17.3	0.4	4 494.1
Post resources by category								
Professional and higher		21	—	—	—	—	—	21
General Service and related		15	—	—	—	—	—	15
Total		36	—	—	—	—	—	36

Figure 18.XXXVII

Subprogramme 4: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

- 18.221 Extrabudgetary resources for the subprogramme are estimated at \$2,425,800 and would provide for four posts (1 P-4, 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 monitoring of the Sustainable Development Goals and statistics in Africa, basic agricultural statistics and the data for health initiative. The expected increase of \$798,200 is due mainly to planned additional workshops and seminars on a statistical data exchange system; gender statistics; geospatial datasets; and data collection, compilation and application on the consumer price index.

Subprogramme 5**Technology, climate change and natural resources management**

- 18.222 The proposed regular budget resources for 2023 amount to \$3,025,800 and reflect no change in the resource level compared with the appropriation for 2022. Additional details on the distribution of the proposed resources for 2023 are reflected in table 18.51 and figure 18.XXXVIII.

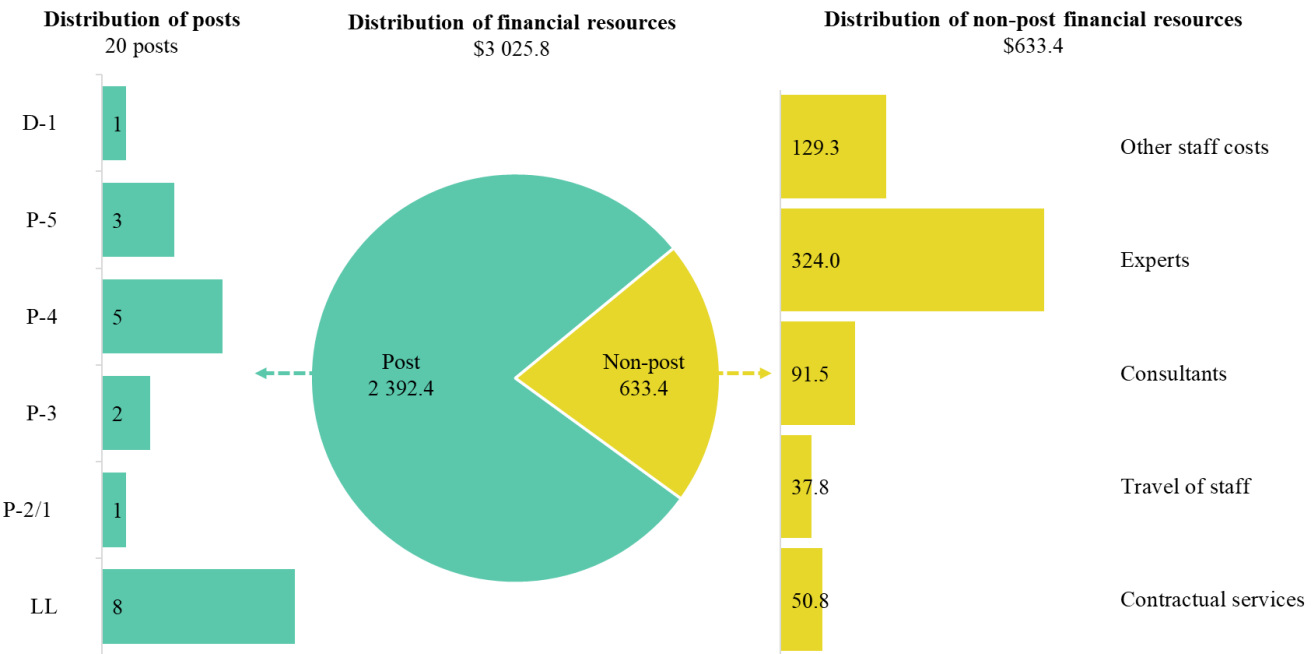
Table 18.51

Subprogramme 5: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

	Changes							2023 estimate (before recosting)
	2021 expenditure	2022 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	2 319.3	2 392.4	—	—	—	—	—	2 392.4
Non-post	601.3	633.4	—	—	—	—	—	633.4
Total	2 920.6	3 025.8	—	—	—	—	—	3 025.8
Post resources by category								
Professional and higher		12	—	—	—	—	—	12
General Service and related		8	—	—	—	—	—	8
Total		20	—	—	—	—	—	20

Figure 18.XXXVIII
Subprogramme 5: distribution of proposed resources for 2023 (before recosting)
 (Number of posts/thousands of United States dollars)



Extrabudgetary resources

18.223 Extrabudgetary resources for the subprogramme are estimated at \$2,095,100 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 climate-resilient development policies in Africa and enhancing capacity in climate change, an inclusive sustainable economy, natural resources and innovation and technology in Africa. The expected decrease of \$433,900 is due mainly to the completion of projects, including the Africa Climate Resilient Investment Facility and the joint research on private sector involvement in climate information services.

Subprogramme 6 Gender equality and women's empowerment

18.224 The proposed regular budget resources for 2023 amount to \$980,300 and reflect no change in the resource level compared with the appropriation for 2022. Additional details on the distribution of the proposed resources for 2023 are reflected in table 18.52 and figure 18.XXXIX.

Table 18.52

Subprogramme 6: evolution of financial and post resources

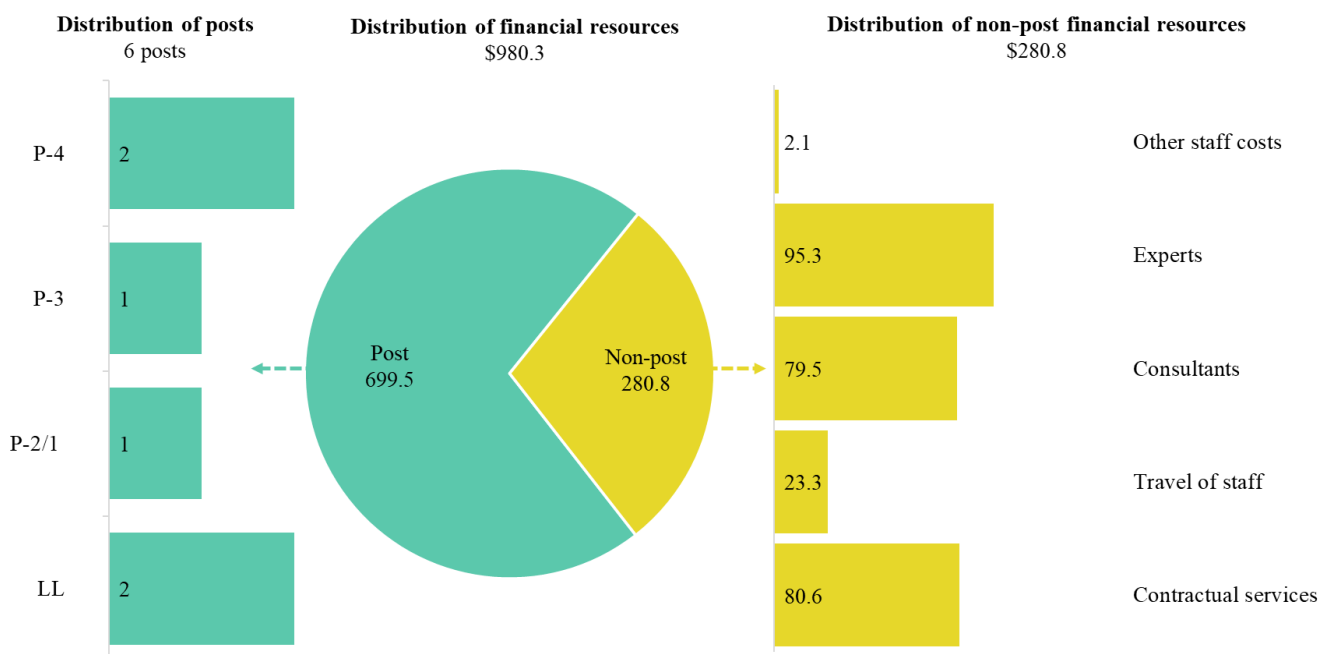
(Thousands of United States dollars/number of posts)

	Changes							2023 estimate (before recosting)
	2021 expenditure	2022 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	715.5	699.5	—	—	—	—	—	699.5
Non-post	309.7	280.8	—	—	—	—	—	280.8
Total	1 025.1	980.3	—	—	—	—	—	980.3
Post resources by category								
Professional and higher		4	—	—	—	—	—	4
General Service and related		2	—	—	—	—	—	2
Total		6	—	—	—	—	—	6

Figure 18.XXXIX

Subprogramme 6: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)


Extrabudgetary resources

- 18.225 Extrabudgetary resources for the subprogramme are estimated at \$49,300 and would provide for one Local level post. The expected decrease of \$46,800 is due to an anticipated reduction in the African Women Impact Fund due to non-receipt of commitment from donors to renew funding. The programme continues its efforts to mobilize extrabudgetary resources.

Subprogramme 7 Subregional activities for development

Component 1 Subregional activities in North Africa

18.226 The proposed regular budget resources for 2023 amount to \$3,103,700 and reflect a decrease of \$20,700 compared with the appropriation for 2022. The proposed decrease is explained in paragraph 18.200 (b). Additional details on the distribution of the proposed resources for 2023 are reflected in table 18.53 and figure 18.XL.

Table 18.53

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

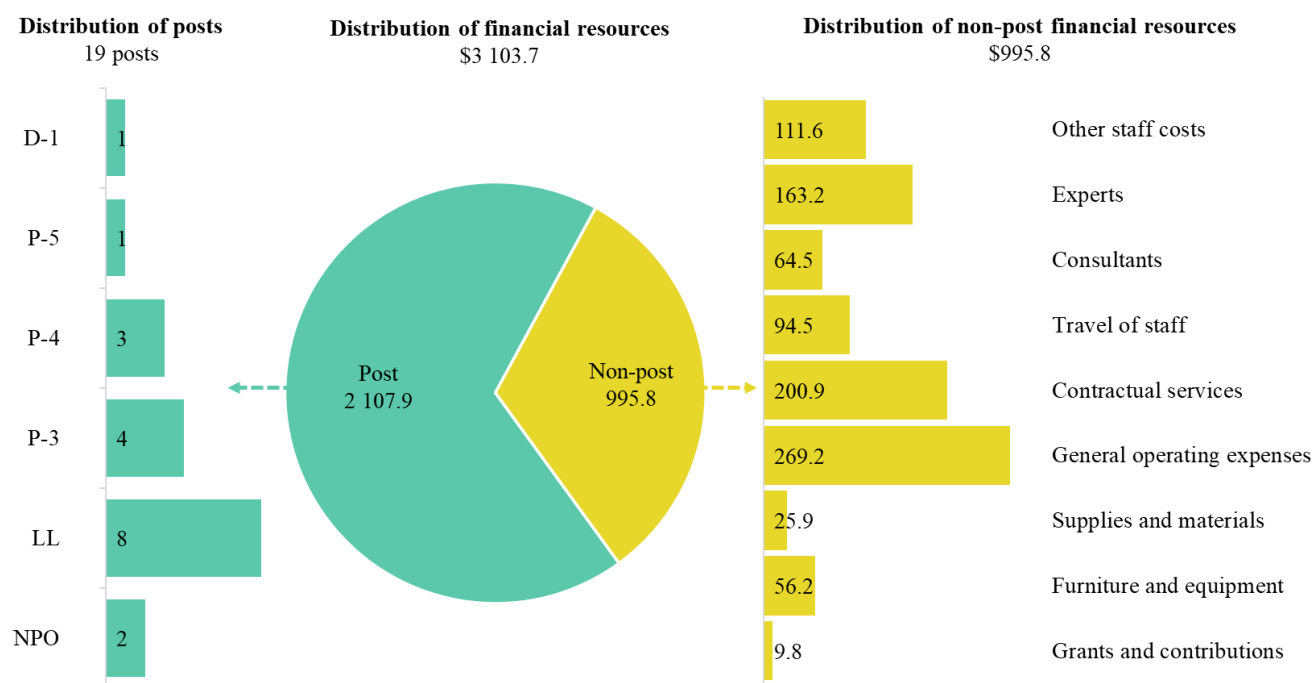
(Thousands of United States dollars/number of posts)

	Changes							2023 estimate (before recosting)
	2021 expenditure	2022 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 924.6	2 128.6	—	—	(20.7)	(20.7)	(1.0)	2 107.9
Non-post	993.9	995.8	—	—	—	—	—	995.8
Total	2 918.6	3 124.4	—	—	(20.7)	(20.7)	(0.7)	3 103.7
Post resources by category								
Professional and higher		9	—	—	—	—	—	9
General Service and related		10	—	—	—	—	—	10
Total		19	—	—	—	—	—	19

Figure 18.XL

Subprogramme 7, component 1: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Component 2

Subregional activities in West Africa

18.227 The proposed regular budget resources for 2023 amount to \$2,898,000 and reflect no change in the resource level compared with the appropriation for 2022. Additional details on the distribution of the proposed resources for 2023 are reflected in table 18.54 and figure 18.XLI.

Table 18.54

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

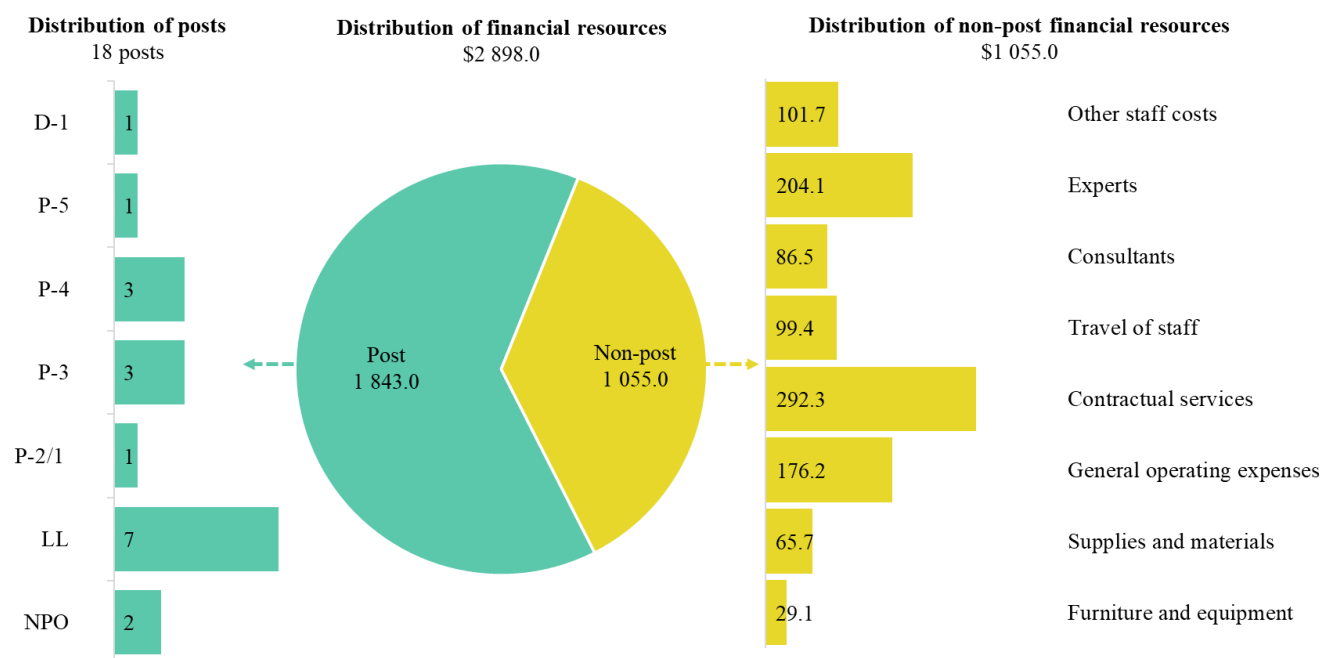
(Thousands of United States dollars/number of posts)

	Changes							2023 estimate (before recosting)
	2021 expenditure	2022 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 500.8	1 843.0	—	—	—	—	—	1 843.0
Non-post	1 055.6	1 055.0	—	—	—	—	—	1 055.0
Total	2 556.4	2 898.0	—	—	—	—	—	2 898.0
Post resources by category								
Professional and higher		9	—	—	—	—	—	9
General Service and related		9	—	—	—	—	—	9
Total		18	—	—	—	—	—	18

Figure 18.XLI

Subprogramme 7, component 2: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)

**Extrabudgetary resources**

- 18.228 Extrabudgetary resources for the component are estimated at \$100,000 and would provide for non-post resources. The resources would support technical cooperation projects, research and analysis, field support and advocacy in the areas of regional integration, economic transformation and demographic dynamics for development. The expected decrease of \$238,700 is due mainly to holding fewer expert group meetings for the operationalization of the AfCFTA project. The activities are consolidated under subprogramme 2.

Component 3

Subregional activities in Central Africa

- 18.229 The proposed regular budget resources for 2023 amount to \$3,838,200 and reflect no change in the resource level compared with the appropriation for 2022. Additional details on the distribution of the proposed resources for 2023 are reflected in table 18.55 and figure 18.XLII.

Table 18.55

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

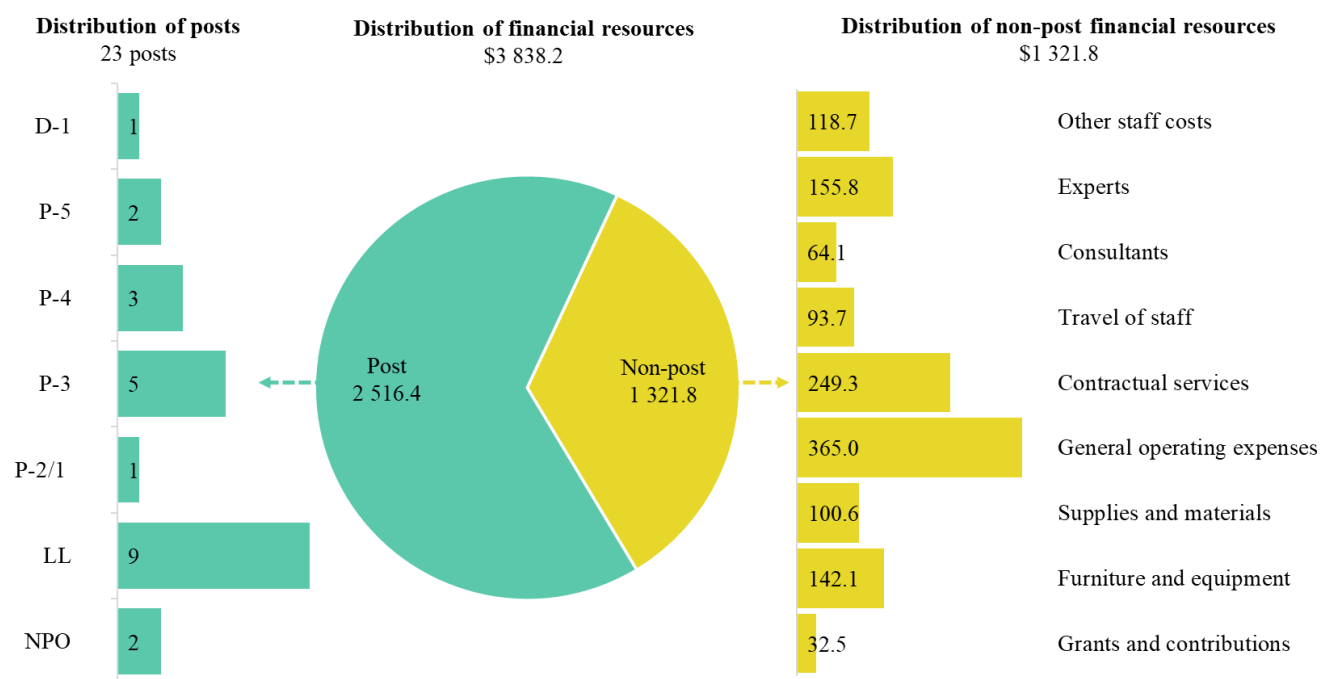
(Thousands of United States dollars/number of posts)

	Changes							2023 estimate (before recosting)
	2021 expenditure	2022 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	2 578.4	2 516.4	—	—	—	—	—	2 516.4
Non-post	1 133.2	1 321.8	—	—	—	—	—	1 321.8
Total	3 711.6	3 838.2	—	—	—	—	—	3 838.2
Post resources by category								
Professional and higher		12	—	—	—	—	—	12
General Service and related		11	—	—	—	—	—	11
Total		23	—	—	—	—	—	23

Figure 18.XLII

Subprogramme 7, component 3: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Component 4

Subregional activities in East Africa

18.230 The proposed regular budget resources for 2023 amount to \$2,981,400 and reflect no change in the resource level compared with the appropriation for 2022. Additional details on the distribution of the proposed resources for 2023 are reflected in table 18.56 and figure 18.XLIII.

Table 18.56

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

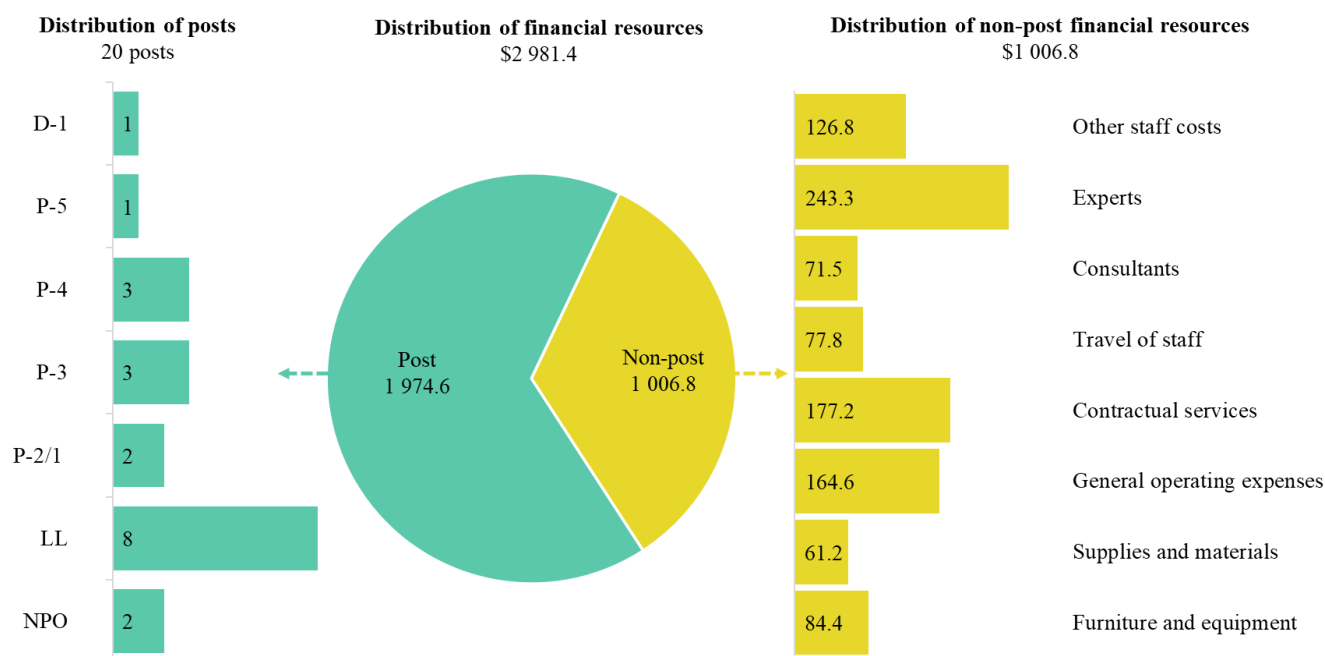
(Thousands of United States dollars/number of posts)

	Changes							2023 estimate (before recosting)
	2021 expenditure	2022 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 800.7	1 974.6	—	—	—	—	—	1 974.6
Non-post	961.9	1 006.8	—	—	—	—	—	1 006.8
Total	2 762.6	2 981.4	—	—	—	—	—	2 981.4
Post resources by category								
Professional and higher		10	—	—	—	—	—	10
General Service and related		10	—	—	—	—	—	10
Total		20	—	—	—	—	—	20

Figure 18.XLIII

Subprogramme 7, component 4: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Component 5

Subregional activities in Southern Africa

- 18.231 The proposed regular budget resources for 2023 amount to \$3,078,900 and reflect no change in the resource level compared with the appropriation for 2022. Additional details on the distribution of the proposed resources for 2023 are reflected in table 18.57 and figure 18.XLIV.

Table 18.57

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

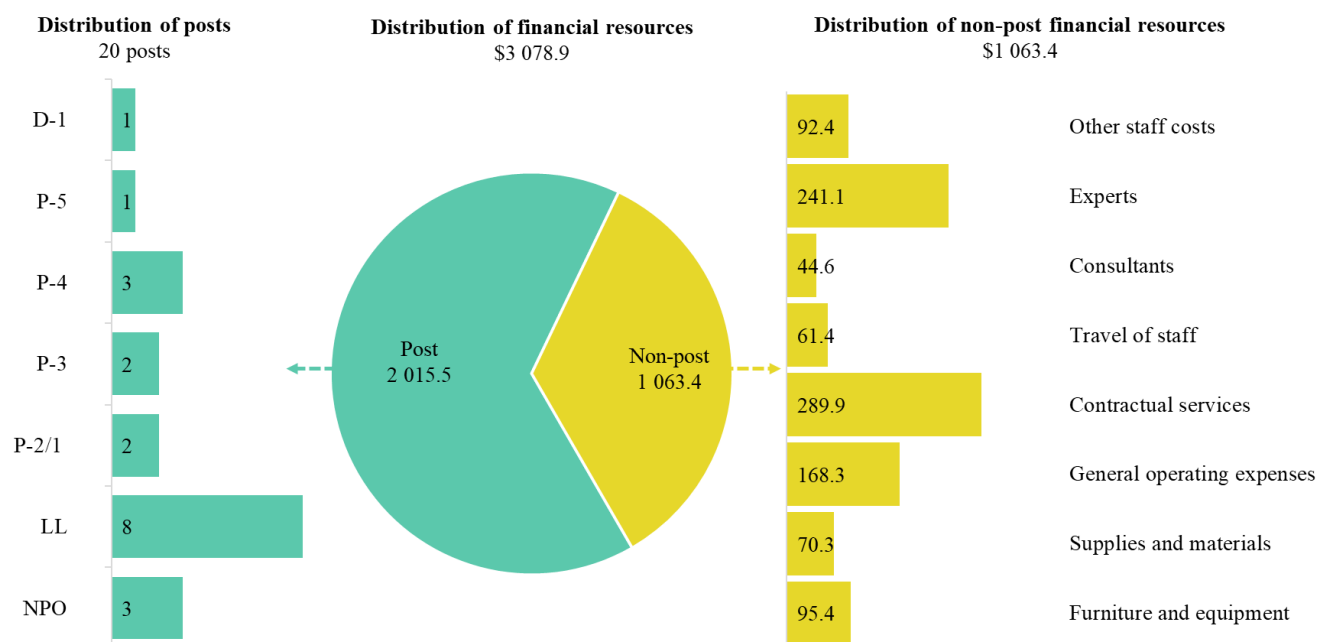
(Thousands of United States dollars/number of posts)

	Changes							2023 estimate (before recosting)
	2021 expenditure	2022 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	2 270.8	2 015.5	—	—	—	—	—	2 015.5
Non-post	919.8	1 063.4	—	—	—	—	—	1 063.4
Total	3 190.6	3 078.9	—	—	—	—	—	3 078.9
Post resources by category								
Professional and higher		9	—	—	—	—	—	9
General Service and related		11	—	—	—	—	—	11
Total		20	—	—	—	—	—	20

Figure 18.XLIV

Subprogramme 7, component 5: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)

**Extrabudgetary resources**

- 18.232 Extrabudgetary resources for the component are estimated at \$293,500 and would provide for non-post resources. The resources would support technical cooperation projects, research and analysis, field support and advocacy in the areas of inclusive industrialization and regional integration in Southern Africa. The expected increase of \$293,500 is due mainly to new requests from member States, regional economic communities and intergovernmental organizations for advisory services, seminars, workshops, field projects and capacity-building.

Subprogramme 8

Economic development and planning

- 18.233 The proposed regular budget resources for 2023 amount to \$1,410,300 and reflect no change in the resource level compared with the appropriation for 2022. Additional details on the distribution of the proposed resources for 2023 are reflected in table 18.58 and figure 18.XLV.

Table 18.58

Subprogramme 8: evolution of financial resources

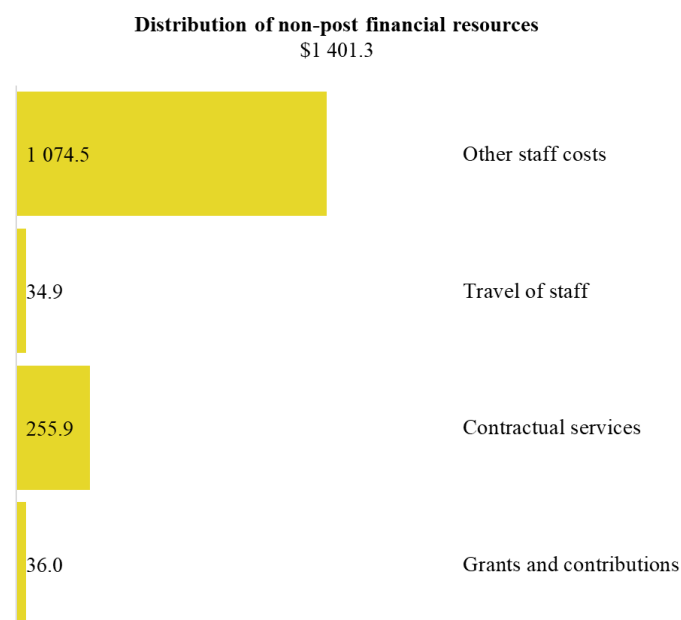
(Thousands of United States dollars)

	Changes							2023 estimate (before recosting)
	2021 expenditure	2022 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Non-post	1 320.8	1 401.3	—	—	—	—	—	1 401.3
Total	1 320.8	1 401.3	—	—	—	—	—	1 401.3

Figure 18.XLV

Subprogramme 8: distribution of proposed resources for 2023 (before recosting)

(Thousands of United States dollars)



Extrabudgetary resources

- 18.234 Extrabudgetary resources for the subprogramme are estimated at \$1,623,000 and will provide for 20 posts (5 National Professional Officers 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 2023 estimated resource level reflects no change compared with the estimates for 2022.

Subprogramme 9

Poverty, inequality and social policy

18.235 The proposed regular budget resources for 2023 amount to \$2,955,200 and reflect no change in the resource level compared with the appropriation for 2022. Additional details on the distribution of the proposed resources for 2023 are reflected in table 18.59 and figure 18.XLVI.

Table 18.59

Subprogramme 9: evolution of financial and post resources

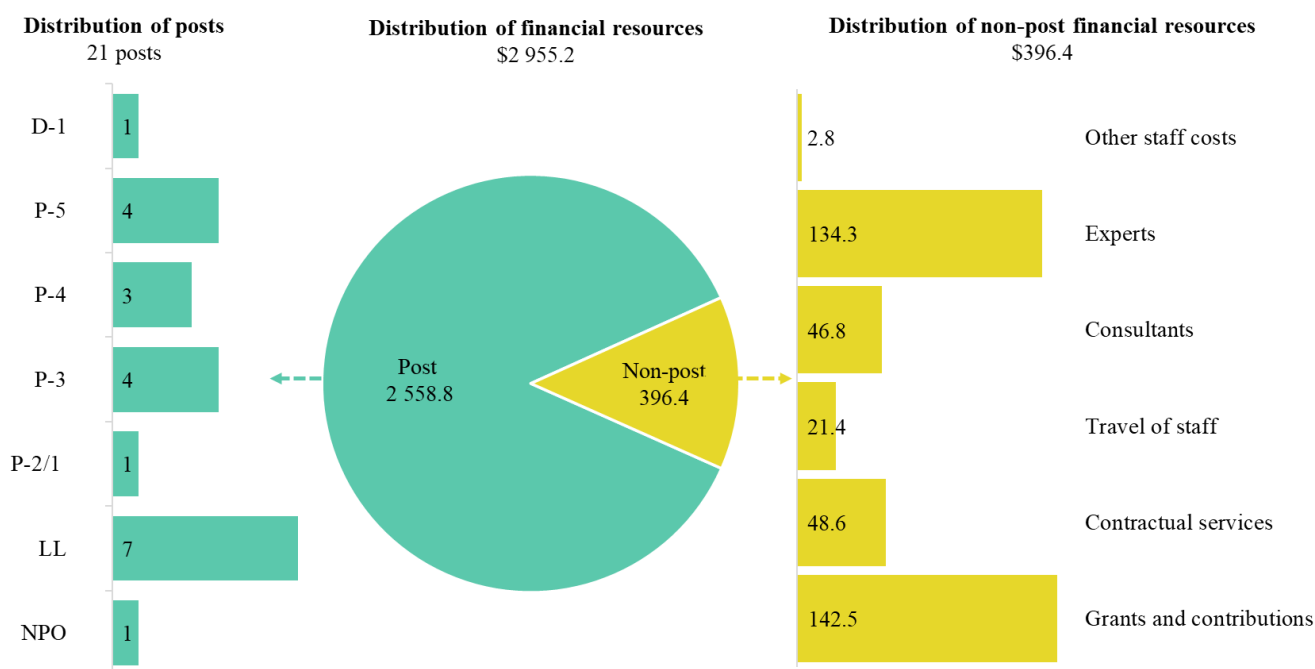
(Thousands of United States dollars/number of posts)

	Changes							2023 estimate (before recosting)
	2021 expenditure	2022 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	2 370.7	2 558.8	—	—	—	—	—	2 558.8
Non-post	576.7	396.4	—	—	—	—	—	396.4
Total	2 947.4	2 955.2	—	—	—	—	—	2 955.2
Post resources by category								
Professional and higher		13	—	—	—	—	—	13
General Service and related		8	—	—	—	—	—	8
Total		21	—	—	—	—	—	21

Figure 18.XLVI

Subprogramme 9: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

- 18.236 Extrabudgetary resources for the subprogramme are estimated at \$708,100 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 and development, urbanization and development, and ageing (activities related to the Madrid International Plan of Action on Ageing). The expected increase of \$419,900 would enable the implementation of projects such as those on policy formulation and implementation of peace and security in Africa.

Programme support

- 18.237 Programme support is comprised of 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.
- 18.238 In 2023, the component 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. It 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.
- 18.239 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 entities 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 United Nations Health-Care Centre.
- 18.240 The proposed regular budget resources for 2023 amount to \$30,625,700 and reflect a decrease of \$104,300 compared with the appropriation for 2022. The proposed decrease is explained in paragraph 18.200 (c). Additional details on the distribution of the proposed resources for 2023 are reflected in table 18.60 and figure 18.XLVII.

Table 18.60

Programme support: evolution of financial and post resources

(Thousands of United States dollars/number of posts)

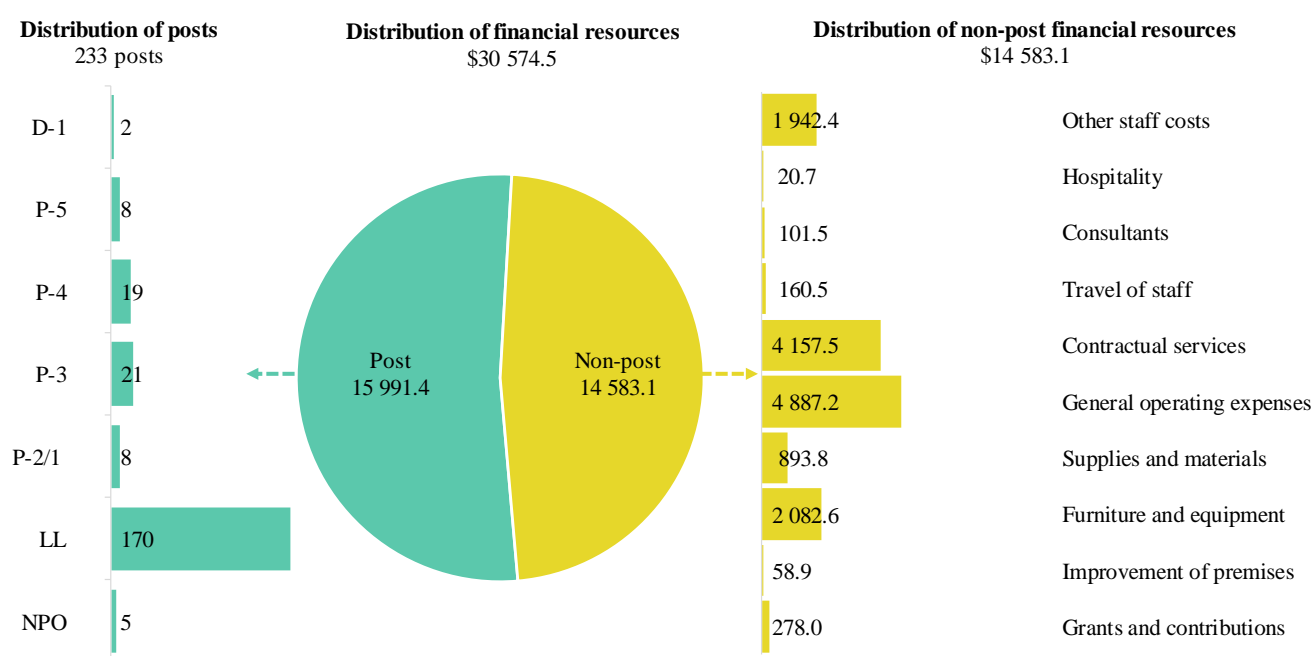
	Changes							2023 estimate (before recosting)
	2021 expenditure	2022 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	15 250.0	16 095.7	—	—	(104.3)	(104.3)	(0.6)	15 991.4
Non-post	14 383.4	14 583.1	—	—	—	—	—	14 583.1
Total	29 633.4	30 678.8	—	—	(104.3)	(104.3)	(0.3)	30 574.5

Changes								2023 estimate (before recosting)
2021 expenditure	2022 appropriation	Technical adjustments	New/ expanded mandates	Other	Total	Percentage		
Post resources by category								
Professional and higher	58	—	—	—	—	—	58	
General Service and related	176	—	—	(1)	—	(0.6)	175	
Total	234	—	—	(1)	—	(0.4)	233	

Figure 18.XLVII

Programme support: distribution of proposed resources for 2023 (before recosting)

(Number of posts/thousands of United States dollars)



Extrabudgetary resources

- 18.241 Extrabudgetary resources for the component are estimated at \$6,688,300 and would provide for 32 posts (1 P-3, 2 National Professional Officer and 29 Local level), as well as non-post resources. The resources would support the United Nations Health-Care Centre; library, learning, knowledge and information services; conference management services; interpretation, translation and editing services; administration and financial services; human resources management; facilities management; and supply chain management. The expected decrease of \$50,000 reflects an anticipated decrease in funds from funding partners in the area of health care.

II. Regional Commissions New York Office

Proposed post and non-post resource requirements for 2023

Overview

- 18.242 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 Europe, the Economic Commission for Latin America and the Caribbean 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.
- 18.243 In pursuing the 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 implementation of their programmes of work; supporting representation and outreach vis-à-vis relevant intergovernmental and inter-agency bodies with a view to informing decision-making from a regional perspective; enhancing coordination and cooperation among the regional commissions; and making their knowledge products readily accessible to a wide range of stakeholders.
- 18.244 In the area of policy advice, the Office carries out analysis and produces policy papers and concept notes on a wide range of topics. In 2021, the Office coordinated, under the leadership of the Coordinator of the Regional Commissions and with the Executive Office of the Secretary-General, the organization of high-level round tables on extractive industries. The Regional Commissions New York Office supported the five regional round tables and the preparation of an interregional policy brief on extractive industries and coordinated inputs to the Secretary-General's policy brief prepared for the global round table on extractive industries held in May 2021.
- 18.245 The Office, working closely with the regional commissions and the Executive Office of the Secretary-General, contributed to the Secretary-General's policy brief on illicit financial flows. With the Coordinator, the Regional Commissions New York Office co-led efforts to advance the work on the operationalization of measures to combat illicit financial flows.
- 18.246 During 2021, the Office played a key role in coordinating a joint policy brief on transforming food systems launched on the margins of the United Nations Food Systems Summit held in 2021 and a joint statement by the five executive secretaries calling for enhanced regional cooperation to develop solutions for capturing CO₂ emissions. The Office also facilitated a side event jointly organized by the regional commissions during the twenty-sixth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change on the theme "Bridging the gap in climate finance".
- 18.247 Another priority pursued in 2021 was facilitating the interlinkages between global and regional policymaking processes. The Office played 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. The Office has also continued to advocate for the 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 that context, the Office has ensured harmonization of reporting at the global level, including to the high-level political forum on sustainable development and the Economic and Social Council, and steered ideas for joint analytical products and outreach activities. The Office organized on the margins of the high-level political forum in 2021 a special event on "Messages from the regions: harnessing the regional dimension to support post-COVID-19 recovery and accelerate the attainment of the SDGs" and hosted a voluntary national review laboratory under the theme "How do inclusive voluntary national reviews help accelerate implementation of the 2030 Agenda? Experiences from the regions".
- 18.248 In the context of the repositioning of the United Nations development system, the Office played a key role in advising the regional commissions on a coordinated approach to rolling out the regional reform.

It also provided policy advice in support of the Coordinator's participation in the meetings of the United Nations Sustainable Development Group principals in such areas as the management and accountability framework, the positioning of the regional collaborative platforms to better support accelerated implementation of the Sustainable Development Goals and system-wide reporting of results.

- 18.249 Lastly, 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 collaboration on several substantive issues among the regional commissions and with other United Nations entities through its networks of focal points.
- 18.250 The Office represents the five regional commissions, headquartered in the five regions of the world, with a combined staff of 1,882. Working closely with the Coordinator, the Office undertakes global representation and advocacy on their behalf as well as representation in inter-agency mechanisms, ensuring their effective contributions to system-wide initiatives.
- 18.251 The representation and advocacy efforts in 2021 contributed 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 resolutions adopted by the General Assembly and the Economic and Social Council. The Office prepared and introduced to the Council the annual report of the Secretary-General on regional cooperation.
- 18.252 The Office collaborated with the offices of the Presidents of the General Assembly and of the Economic and Social Council in support of their priorities. In 2021, the Office facilitated contributions to high-level events convened by the President of the Assembly on delivering climate action and digital inclusion for all and to preparatory events for high-level meetings slated for 2022 on road safety and the New Urban Agenda. Such opportunities enabled the Office to continue to highlight regional innovations and perspectives to shape global policymaking and advocate for the role of the regional commissions during the operational activities for development segment of the Council.
- 18.253 The Office also organized the 2021 dialogue of the executive secretaries with the Second Committee of the General Assembly on the theme "Rising global inequalities: turning promises into action". The dialogue presented regional perspectives on the impacts of the pandemic and highlighted how the regional commissions continue to work towards tackling inequalities, paving the way for long-term resilience and sustainable recovery in the regions.
- 18.254 The Office participated actively in internal mechanisms supporting the preparation of the 2021 meeting of the high-level political forum on sustainable development and in the working group on United Nations engagement with the Group of 20, supporting efforts to streamline the coordination of United Nations support to the Group of 20 Presidency.
- 18.255 The Office undertook a mapping of potential partnerships to identify and cultivate those that can add value by increasing the scale, reach and impact of its work. In 2021, the Office organized with Coventry University of the United Kingdom of Great Britain and Northern Ireland an event entitled "Africa Conversations", aimed at fostering dialogue and cooperation with academia with a focus on accelerated implementation of the Sustainable Development Goals. The Office also facilitated partnerships between the regional commissions and civil society, the private sector and youth networks, including partnerships with Youth Advocates Ghana and the Ugandan National Chamber of Commerce and Industry.
- 18.256 The Office promoted collaboration among the regional commissions and, to that end, supported the conceptualization and formulation of joint projects on illicit financial flows and climate action to be financed through the United Nations Development Account and ensured that the regional dimension was well reflected in policy decisions adopted by the Steering Committee of the Development Account.
- 18.257 In that context, the Office will provide, in close consultation with the Coordinator and the Executive Office of the Secretary-General, strategic advice and coordination support to the regional commissions as they advance their priorities in such areas as the rethinking of the international financial architecture. In advancing the priority relating to people-centred and gender-responsive health and social protection systems, the Regional Commissions New York Office will support advocacy efforts around the implementation of the global vaccination plan at the regional level and

the design and implementation of initiatives in support of a renewed social contract, as well as the annual meeting with heads of regional organizations. The regional commissions will be actively involved in advancing new metrics, including complementary measures to GDP to measure inclusive and sustainable growth and prosperity.

- 18.258 With the objective of fast-tracking the implementation of the Sustainable Development Goals, the Office will also identify engagement and advocacy opportunities, coordinate effective participation of the regional commissions in inter-agency mechanisms and leverage key moments for strategic visibility and uptake of regional solutions and perspectives. The Office will foster collaboration and peer learning among the regional commissions, leveraging their comparative advantages. It will also broker, nurture and scale up value-adding partnerships within the United Nations system and with external actors towards accelerating progress on the 2030 Agenda.
- 18.259 In pursuit of its objective, the Office will systematically hold regular dialogues to strengthen internal coordination, including with the regional commissions and the Executive Office of the Secretary-General, to ensure coherent and effective support to global initiatives and processes. Lastly, the Regional Commissions New York Office will further strengthen its support to the follow-up and review of the 2030 Agenda and the Sustainable Development Goals, bringing regional innovations and best practices to global discussions and ensuring that outcomes of the regional forums feed into the high-level political forum.
- 18.260 Information on compliance with the timely submission of documentation and advance booking for air travel is reflected in table 18.61. In 2021, the Office had 89 per cent compliance with the timely submission of travel documentation and 100 per cent compliance with the purchase of air tickets within established timelines for the two human resources-related travels undertaken.

Table 18.61
Compliance rate
(Percentage)

	<i>Actual 2019</i>	<i>Actual 2020</i>	<i>Actual 2021</i>	<i>Planned 2022</i>	<i>Planned 2023</i>
Timely submission of documentation	50	89	89	100	100
Air tickets purchased at least two weeks before the commencement of travel	–	100	100	100	100

- 18.261 The proposed regular budget resources for 2023 amount to \$1,037,500 and reflect no change in the resource level compared with the appropriation for 2022. The proposed level of resources provides for the full, efficient and effective implementation of mandates. Additional details are reflected in tables 18.62 to 18.65 and figure 18.XLVIII.

Table 18.62
Overall: evolution of financial resources by object of expenditure
(Thousands of United States dollars)

<i>Object of expenditure</i>	<i>2021 expenditure</i>	<i>2022 appropriation</i>	<i>Changes</i>					<i>2023 estimate (before recosting)</i>
			<i>Technical adjustments</i>	<i>New/expanded mandates</i>	<i>Other</i>	<i>Total</i>	<i>Percentage</i>	
Post	1 076.3	979.3	–	–	–	–	–	979.3
Other staff costs	–	10.8	–	–	–	–	–	10.8
Non-staff compensation	–	–	–	–	–	–	–	–
Hospitality	–	0.3	–	–	1.7	1.7	566.7	2.0
Consultants	–	–	–	–	–	–	–	–
Experts	–	–	–	–	–	–	–	–

Part V Regional cooperation for development

Object of expenditure	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Travel of representatives	–	–	–	–	–	–	–	–
Travel of staff	–	15.8	–	–	(4.0)	(4.0)	(25.3)	11.8
Contractual services	7.9	14.7	–	–	1.3	1.3	8.8	16.0
General operating expenses	3.3	8.0	–	–	–	–	–	8.0
Supplies and materials	–	2.5	–	–	1.0	1.0	40.0	3.5
Furniture and equipment	3.9	6.1	–	–	–	–	–	6.1
Improvement of premises	–	–	–	–	–	–	–	–
Grants and contributions	–	–	–	–	–	–	–	–
Other	–	–	–	–	–	–	–	–
Total	1 091.4	1 037.5	–	–	–	–	–	1 037.5

Table 18.63

Overall: proposed posts and post changes for 2023

(Number of posts)

	Number	Details
Approved for 2022	6	1 D-2, 1 P-5, 1 P-4, 1 P-3, 2 GS (OL)
Post changes	–	–
Proposed for 2023	6	1 D-2, 1 P-5, 1 P-4, 1 P-3, 2 GS (OL)

Table 18.64

Overall: proposed posts by category and grade

(Number of posts)

Category and grade	2022 approved	Changes				2023 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 18.65

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

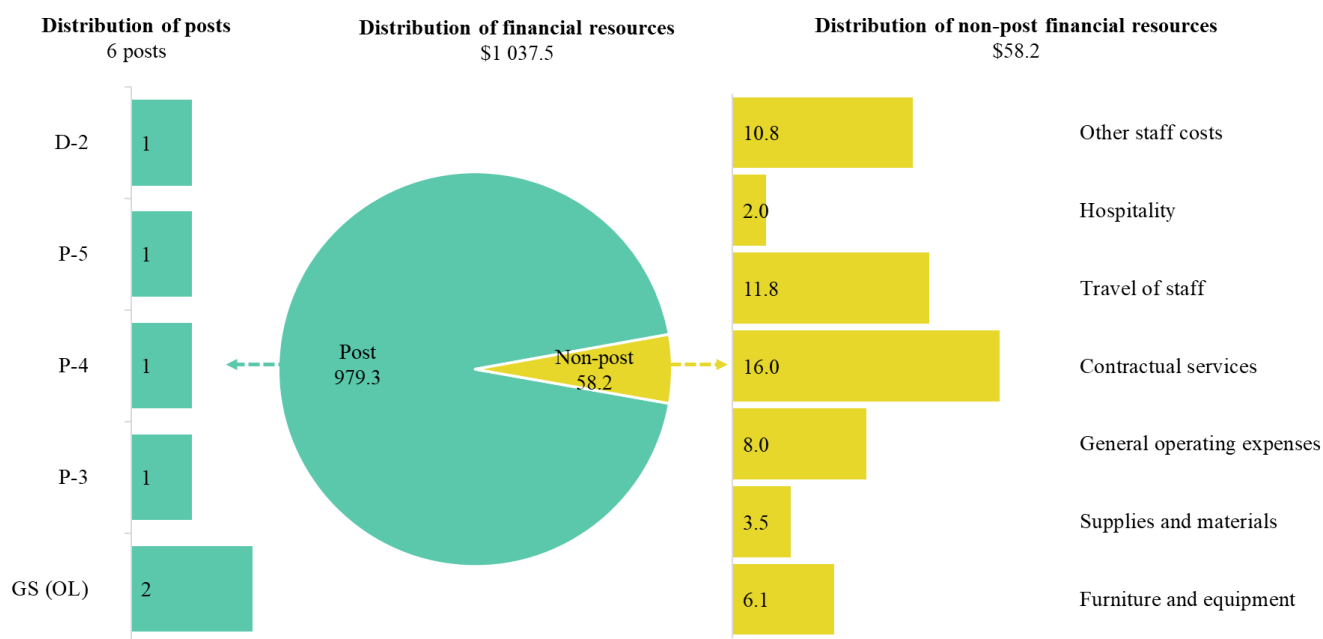
(Thousands of United States dollars/number of posts)

	2021 expenditure	2022 appropriation	Changes					2023 estimate (before recosting)
			Technical adjustments	New/expanded mandates	Other	Total	Percentage	
Financial resources by main category of expenditure								
Post	1 076.3	979.3	—	—	—	—	—	979.3
Non-post	15.1	58.2	—	—	—	—	—	58.2
Total	1 091.4	1 037.5	—	—	—	—	—	1 037.5
Post resources by category								
Professional and higher		4	—	—	—	—	—	4
General Service and related		2	—	—	—	—	—	2
Total		6	—	—	—	—	—	6

Figure 18.XLVIII

Regional Commissions New York Office: distribution of proposed resources for 2023 (before recosting)

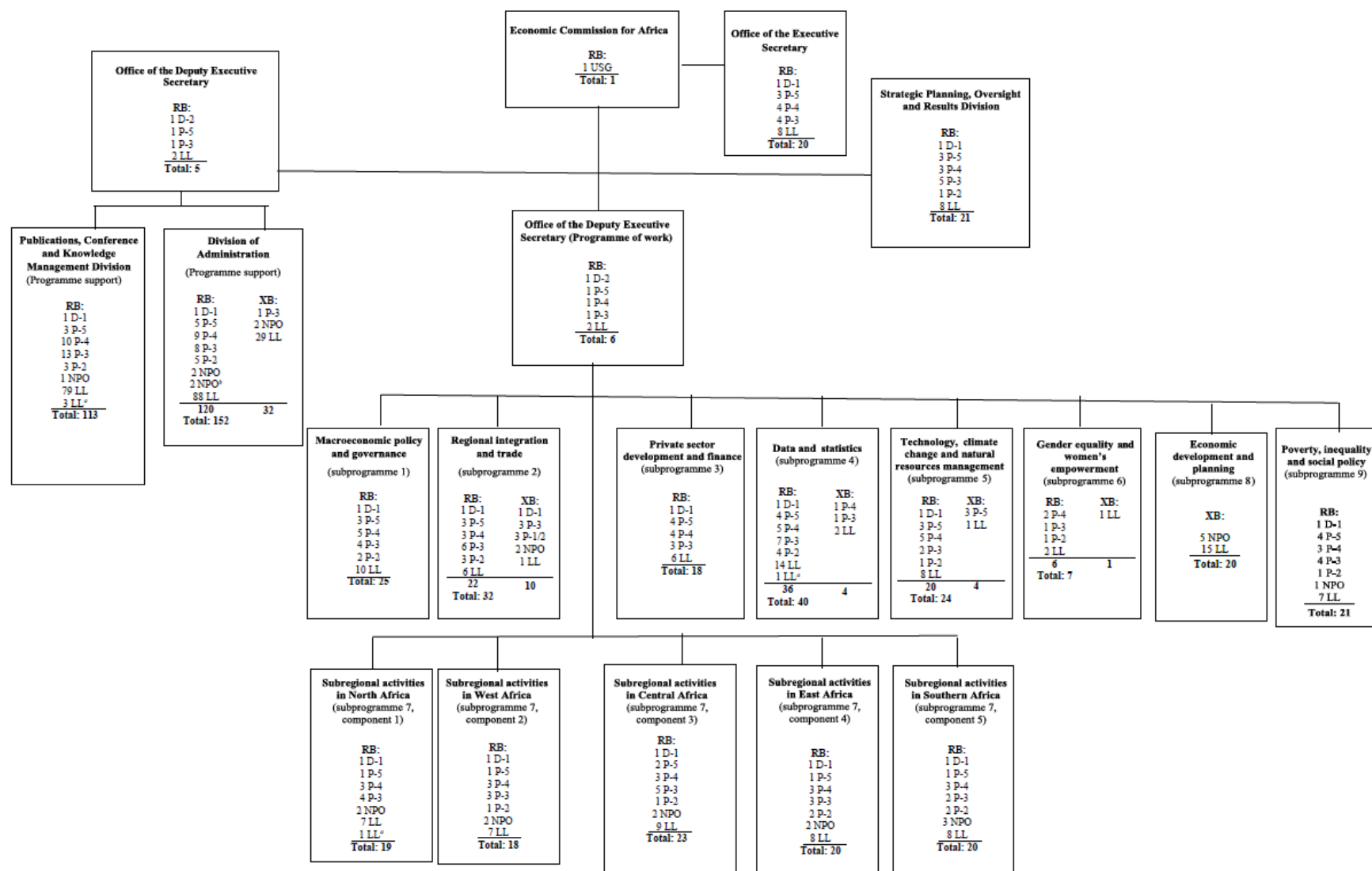
(Number of posts/thousands of United States dollars)



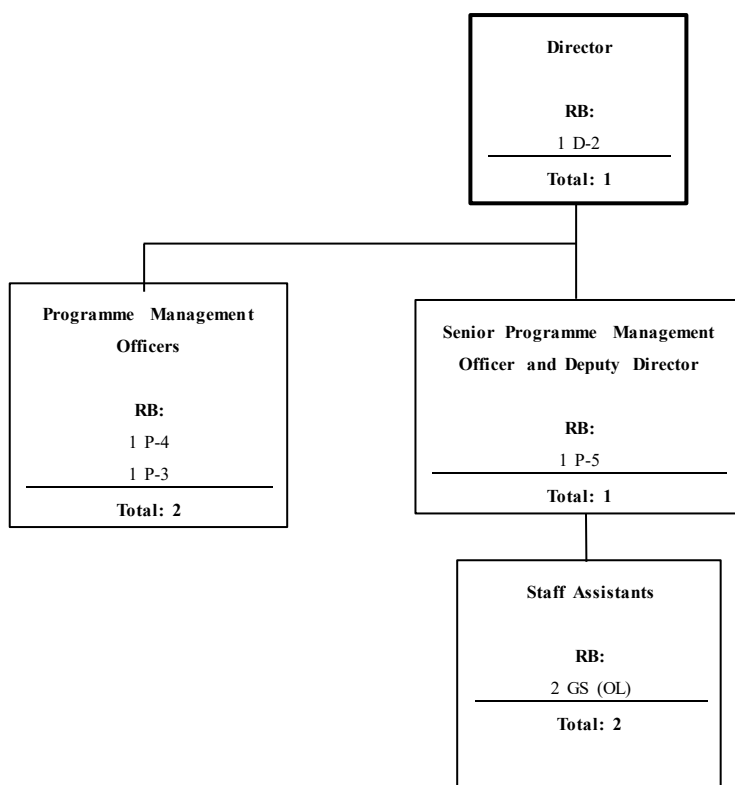
Annexes to the proposed post and non-post resource requirements for 2023

I. Organizational structure and post distribution for 2023

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.

^a Proposed reassignment.

^b Proposed conversion.

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

A. Economic Commission for Africa

Brief description of the recommendation

Action taken to implement the recommendation

Advisory Committee on Administrative and Budgetary Questions **A/76/7 and A/76/7/Corr.1**

The Advisory Committee requested, but did not receive, information on the number of staff making use of flexible working arrangements, as well as their respective durations, and trusts that detailed information will be included in the context of the next programme budget submission (para. V.11)

ECA complies with the Organization's policy on flexible working arrangements for staff. Details on the use of flexible working arrangements will be provided separately to the Advisory Committee in the supplementary information on the proposed programme budget for 2023.

Office of Internal Oversight Services **Report No. 2019/147**

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, recommendation 2).

This recommendation remains under discussion with the African Union. However, the Joint Secretariat Support Office has been recently moved to the Strategic Planning Section and the Office is now resourced with necessary staff capacity.

The Economic Commission for Africa (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, recommendation 3).

The full use of the Umoja grant management module has helped to improve processing times. The recommendations has been closed by the Office of Internal Oversight Services (OIOS).

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

Under the strategy, 10 recommendations were to be implemented; 80–85 per cent of the recommendations have been complied with and the remainder have been overtaken by events. Closure by OIOS will be requested in early May 2022.

Audit of the renovation of Africa Hall and visitors' centre construction projects in the Economic Commission for Africa **Report No. OIOS-2021-00768**

ECA should grant Umoja roles to procurement officials in line with their delegation of authority.

ECA has provided the necessary training and has granted Umoja roles to procurement officials in line with their delegation of authority. The recommendation has thus been closed.

ECA should update the manual for the Africa Hall project to include formal claims management processes and procedures to provide guidance on avoiding claims and litigations and to respond to them appropriately, should they occur.

Claims management procedures and processes were finalized by ECA and submitted to United Nations Headquarters for final approval.

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/76/7](#) and [A/76/7/Corr.1](#)

The Advisory Committee notes the efforts of the Office in promoting cooperation among the regional commissions and trusts that the Secretary-General will provide consolidated information on best practices and lessons learned, including as a result of the COVID-19 pandemic, in the context of the next programme budget submission (para. V.22).

The meeting of the executive secretaries, which is serviced by the Office, continues to serve as the premier space for the five regional commissions to discuss priorities for interregional cooperation. In addition to the formal meetings, the executive secretaries hold regular strategic meetings to receive briefings, discuss time-sensitive and emerging issues, identify synergies and agree on key messages and representation in high-level inter-agency mechanisms^a and global forums.^b This, coupled with exchanges using an instant messaging tool, enabled almost real-time information-sharing.

The Office also organizes the biannual strategic dialogue of the executive secretaries with the Deputy Secretary-General in May and November for in-depth discussions of their priorities and achievements, synergies and emerging issues. The Office also organizes the meetings of the executive secretaries with heads of United Nations departments and entities to take stock of ongoing joint work and identify opportunities for strengthened collaboration.

For the first time, in 2021 the informal meeting of the deputy executive secretaries was instituted by the Office to facilitate sharing of experience, discuss coordinated approaches and follow through on the decisions taken by the executive secretaries. Informed by the meeting of the executive secretaries, this practice is helping to bridge coordination gaps and drives the operationalization of decisions and commitments taken by the executive secretaries.

In 2021, the Office facilitated opportunities for the regional commissions to come together to identify entry points to showcase regional innovations, discuss priorities and challenges and agree in advance on key global events to jointly formulate coordinated policy briefs, released in time to inform global policymaking. Examples include the joint policy briefs on the transition of extractive industries to sustainable systems and transforming food systems.

The meetings of the informal network of technical focal points from across the commissions backstopped by the Office, including in areas such as programme planning, financing for development, the 2030 Agenda for Sustainable Development, the New Urban Agenda, food systems and extractives, serve as the platform for

**Joint Inspection Unit
Cooperation among the United Nations Regional
Commissions (JIU/REP/2015/3)**

The executive secretaries of the regional commissions should explore the possibility of establishing a common online platform for knowledge-management, more systematic exchanges of lessons learned and good practices as well as an advocacy tool, in order to increase the profile and visibility of their activities and promote their products at the global level (para. 91, recommendation 3).

experience-sharing and designing interregional projects and initiatives (including joint outreach events and knowledge products) in priority areas identified by the executive secretaries.

Readouts of inter-agency coordination meetings and important events attended by the Office on behalf of the regional commissions are circulated widely, highlighting entry points for collaboration and best practices for scaling up.

Guided by its revamped media and outreach plan, the Office launched a new website and upgraded its social media presence in 2021 to serve as a gateway to the broad range of knowledge, data and regional innovations spearheaded by the five regional commissions. Its engagement with permanent representatives of Member States based in New York centred on showcasing the work of the commissions and creating partnerships. The newsletter produced by the Office has been redesigned to spotlight innovative practices coming from the regional commissions and is circulated widely in the United Nations system and among Member States.

Guided by the 2030 Agenda for Sustainable Development, the regional commissions have continued to strengthen their cooperation in the areas of policy advocacy and knowledge exchange and in the framework of capacity-building projects.

The regional commissions have continued to meet regularly at the principal and technical levels, exchanging information and best practices, and developed joint advocacy and knowledge products on issues relevant to the 2030 Agenda, such as financing for development, digital inclusion, inequality, climate change, food systems, extractive industries and the COVID-19 response, to name a few.

As a result of the repositioning of the regional assets of the United Nations development system, the regional commissions, with an enhanced leadership role as co-chairs of the regional collaborative platforms, continued to support regional knowledge management hubs to allow Member States, resident coordinators and United Nations country teams to easily identify and access available regional assets to respond, in real time, to national needs and priorities.

The hubs are critical regional public goods for the countries in each region and beyond. Discussion

Brief description of the recommendation

Action taken to implement the recommendation

continues on interoperability of these regional knowledge management hub systems across the regions and linkages with the global level.

An interregional meeting to facilitate knowledge exchange and experience sharing on the rollout of the regional reform is being explored for 2022.

^a Examples of inter-agency mechanisms in which the regional commissions participated in 2021 include: meetings of the United Nations Sustainable Development Group, meetings of the principals of the core group on finance and the core group on beyond GDP, to name but a few.

^b High-level events include the General Assembly high-level dialogue on energy, the Economic and Social Council partnership forum and coordination segment, the 2021 forum on financing for development follow-up, the 2021 high-level political forum on sustainable development, the twenty-sixth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change, high-level meetings on delivering climate action, road safety and the New Urban Agenda convened by the President of the General Assembly, and Economic and Social Council special meetings on international cooperation in tax matters and on natural resources, peaceful societies and sustainable development.

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>
Subprogramme 4, Data and statistics	1	LL	Reassignment of 1 Senior Information Systems Assistant as Senior Programme Management Assistant	The proposed reassignment is presented within the subprogramme 4 organizational unit of the organization chart (see annex I) and does not entail a change in the geographical location of the post within the organizational structure
Subprogramme 7, component 1, Subregional activities in North Africa	1	LL	Reassignment of 1 Light Vehicle Driver as Team Assistant	The proposed reassignment is intended to provide a wide range of administrative support for the Subregional Office for North Africa. The support ranges from secretarial and logistics support during high-level meetings to the generation of standard reports. It also includes organization of information and reference materials, as well as maintaining schedules for meetings and follow-up on financial matters. The proposed reassignment is presented within the subprogramme 7, component 1, organizational unit of the organization chart (see annex I) and does not entail a change in the geographical location of the post within the organizational structure
Programme support	(1)	LL	Abolishment of 1 Accounting Assistant	The post is proposed for abolition as the unit has been reorganized to have some of the functions combined and consolidated under the role of the National Professional Officer post proposed for conversion in the Payroll and Disbursement Unit. The remaining posts would cover the functions of the post proposed for abolition
	(1)	LL 1 NPO	Conversion of 1 Finance Assistant to Associate Finance Officer	The conversion is proposed to strengthen the Budget and Finance Section following the issuance of new accounting and reporting requirements under the International Public Sector Accounting Standards (IPSAS). The proposed conversion is intended to address the increased responsibilities of the Payroll and Disbursement Unit owing to the increasing shift from processing-focused tasks to more analysis of data
	(1)	LL 1 NPO	Conversion of 1 Senior Accounting Assistant to Associate Finance Officer	The proposed conversion is intended to address the increased responsibilities of the Payroll and Disbursement Unit owing to the increasing shift from processing-focused tasks to more analysis of data.
	1	LL	Reassignment of 1 Information Management Assistant as Documents Management Assistant	The reassignment is proposed to address the shift from language reference assistance within the Documents Planning and Monitoring Unit to document management activities. The previous responsibilities of the post have become obsolete owing to the introduction of e-Luna by the Department for General Assembly and Conference Management. Following the automation, the functions of the post have been absorbed by the translators
	1	LL	Reassignment of 1 Administrative Assistant as Programme Management Assistant	The reassignment is proposed to address the strategic and programmatic needs of the merged publications and conference management sections
	1	LL	Reassignment of 1 Team Assistant as Meetings Services Assistant	The reassigned post would provide estimates of planned events and staff costs, statistics of meetings held and process all financial transactions, including through cost recovery

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>2022 appropriation</i>	<i>2023 estimate (before recosting)</i>	<i>Variance</i>	<i>2022 estimate</i>	<i>2023 estimate</i>	<i>Variance</i>	<i>2022 estimate</i>	<i>2023 estimate</i>	<i>Variance</i>
Financial resources									
Economic Commission for Africa	77 416.0	77 273.7	(142.3)	21 174.3	22 492.1	1 317.8	98 590.3	99 765.8	1 175.5
Regional Commissions New York Office	1 037.5	1 037.5	–	–	–	–	1 037.5	1 037.5	–
Total	78 453.5	78 311.2	(142.3)	21 174.3	22 492.1	1 317.8	99 627.8	100 803.3	1 175.5
Post resources									
Economic Commission for Africa	535	534	(1)	71	71	–	606	606	(1)
Regional Commissions New York Office	6	6	–	–	–	–	6	6	–
Total	541	540	(1)	71	71	–	612	611	(1)