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**Economic Commission for Africa  
Committee of Experts of the Conference of African  
Ministers of Finance, Planning and Economic Development**  
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Item 6 of the provisional agenda\*

**Statutory issues****Proposed programme plan for 2022 and programme  
performance for 2020: summary\*\*****A. Overall orientation****1. Mandates and background**

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, including Economic and Social Council resolution 671 A (XXV). The coronavirus disease (COVID-19) pandemic in Africa has revealed a range of severe challenges and emerging critical issues that will need to be urgently addressed to ensure attainment of the outcomes of the 2030 Agenda for Sustainable Development (General Assembly resolution 70/1) and Agenda 2063 of the African Union.

2. ECA has a critical role to play in providing sets of innovative solutions, along with demand-driven and tailor-made policy and technical advice to member States and regional economic communities, with a view to accelerating their recovery after the COVID-19 pandemic and fostering the emergence of more prosperous and inclusive societies. ECA interventions will include cutting-edge research and related integrated policy and capacity support geared towards economic diversification, with a special focus on the design of innovative financial instruments for increased resource mobilization; the development of national and subregional strategies; the setting up of additional regional stakeholder platforms to ensure the enhanced operationalization of the African Continental Free Trade Area; and digital transformation.

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\* E/ECA/COE/39/1.

\*\* The present document is a summary of the proposed programme plan for 2022 and programme performance for 2020 of the Economic Commission for Africa, the full text of which is under review by the Programme Planning and Budget Division.



## 2. Strategy and external factors for 2022

3. The ECA programme strategy has at its core an integrated and coherent approach whereby subprogrammes are planned and delivered together, with a focus on transformational changes across key domains and a measurable contribution to fulfilment of the 2030 Agenda and Agenda 2063. In pursuing its mandate, ECA will continue to concentrate on five strategic directions:

(a) Enhancing the Commission's capacity and relevance as a premier knowledge policy institution in Africa in deploying knowledge to support policymaking to drive the development agenda of Africa;

(b) Formulating policy options to accelerate economic diversification and job creation for the transformation of Africa;

(c) Designing and implementing financing models which may be leveraged 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 synergy between the economic and social development programmes of Africa and its peace and security agenda;

(e) Advocating a common position for Africa at the global level and developing regional responses as a contribution to global governance issues.

4. In pursuing these strategic directions, ECA has three core functions that cut across all its various subprogrammes. These are its convening function, its think-tank function, and its operational function, as defined below:

(a) Convening function: provision of multilateral and multi-stakeholder platforms, helping to reinforce multilateralism regionally and globally;

(b) Think-tank function: conducting interdisciplinary research and analysis of key challenges facing member States and Africa as a whole, while also promoting peer learning and development;

(c) Operational function: provision of direct policy advice and support to member States, including through cooperation with other United Nations system entities.

5. The COVID-19 pandemic has had the effect of reinforcing the long-term vision of ECA and its strategic positioning as a first-class think tank, catalyst and facilitator within the framework of international negotiations involving Africa. As an example, over the past year ECA has demonstrated the multiplier effect of its voice: by giving wide exposure to the specific debt-servicing needs of member States it has been able to generate substantial savings and these could be repurposed towards tackling the socioeconomic impacts of the COVID-19 pandemic.

6. To strengthen its role in this regard, ECA intends to foster stronger collaboration with the resident coordinators system and United Nations country teams. To this end, it will coordinate collective actions at national and subregional levels through such processes as its new strategic approach to working with the resident coordinators and country teams, the recently launched Regional Collaborative Platform for Africa and its cluster work around opportunity and initiative-based coalitions. ECA will further mainstream policy guidance and recommendations, taking into account the relevant provisions of intergovernmental policy organs and platforms and promote cooperation between the regional economic communities, thereby expediting the sound implementation of regional agreements within the context of the various United Nations-African

Union partnership frameworks, including on peace and security. ECA will pursue its support for member States and regional economic communities through the operationalization of key strategic frameworks such as the African Continental Free Trade Area. It will also continue to harness the private sector as a driving force for job creation and alternative means of development financing and promote policies for the benefit of that sector.

7. Even though it has seriously jeopardized sustainable development and growth in the African continent, the COVID-19 pandemic has also led to a number of new opportunities. ECA will enhance its facilitating role in terms of identifying and proposing innovative financing tools to boost domestic resource mobilization and will give particular attention to debt servicing, as a significant mitigating measure. In 2022, ECA will focus its interventions on building forward better by harnessing, among other assets, the multiple opportunities offered by the digital revolution, the continued implementation of the Agreement Establishing the African Continental Free Trade Area, the green recovery and the blue economy, and, to that end, amplifying its pioneering role in producing and disseminating quality knowledge products, providing tailor-made policy and technical advice and convening policy dialogues on emerging sustainable development issues in line with the 2030 Agenda and Agenda 2063. As part of current reforms of the United Nations system, ECA will use the Regional Collaboration Platform and opportunity and initiative-based coalitions, together with direct support for the resident coordinators system and United Nations country teams, as the principal channels for delivery of its services.

8. Looking ahead to 2022, while the extent and duration of the impact of the COVID-19 pandemic on the ECA programme of work and associated deliverables remain unclear, the deliverables and activities planned by ECA reflect the continuing challenges related to COVID-19 that are currently being faced by member States. Such planned deliverables and activities include enhanced support for the implementation of the Agreement Establishing the African Continental Free Trade Area as a principal instrument boosting sustainable growth on the continent; and the development of digital platforms and tools to advance a safe and sustainable development agenda on the continent with a special emphasis on the health-economy linkages. These deliverables and activities will also include the conceptualization and provision of customized macroeconomic models and knowledge products assessing the socioeconomic impacts of COVID-19 with a view to integrating related findings into policy formulation at continental, subregional and national levels.

9. Capacity-building and training activities around key emerging development issues will also be held to foster the identification of additional post-COVID-19 recovery pathways and the conceptualization of strategic policy frameworks. As an example, given the impact of the COVID-19 pandemic on national statistical systems, efforts to transform and upgrade official statistics in Africa are urgently needed to enable the tracking of progress made in carrying out the 2030 Agenda, Agenda 2063 and national development plans. As a result, technical assistance will be provided to member States in strengthening their systems and efforts will be made to tap the potential of big data and non-traditional sources to ensure near real-time availability of data. Specific examples of such planned deliverables and activities are provided under all subprogrammes. The support provided to member States on issues related to COVID-19 is expected to contribute to planned results for 2022, as described under all subprogrammes.

10. Trustworthy and accurate data are vital for the development of Africa; hence the Commission will pursue its support for enhanced civil registration and vital statistics systems through the strengthening of national statistics systems and technical assistance to national censuses. Furthermore, in the context of building forward better, emphasis will be placed by ECA on the streamlining of gender and climate change dimensions in its activities and ensuring long-term sustainability

by placing greater emphasis on resilience and focusing more on the impact of exogenous shocks in addition to existing and underlying risks and vulnerabilities, in particular those faced by women and girls. ECA will continue to address gender inequalities that have been exacerbated by the COVID-19 pandemic, by developing innovative capacities and cooperation mechanisms to better integrate the care economy into social protection and other public policies.

11. Alongside their efforts to fulfil the 2030 Agenda and Agenda 2063, African countries have also committed themselves to implementing the Paris Agreement on climate change and the Sendai Framework on Disaster Risk Reduction. ECA will support member States in mainstreaming continental and global development agendas into their development plans using sustainable development planning tools to seize opportunities for sustainable and inclusive green growth, turning them into resilient and operational national development frameworks.

12. Where cooperation with other entities at the global, regional, national and local levels is concerned, the joint African Union and United Nations frameworks on peace, security, human rights and development, Agenda 2063 and the 2030 Agenda will entail the need for greater and stronger coordination between United Nations agencies to deliver as one in cooperation with the African Union. Consequently, support by ECA for member States and regional economic communities will be underpinned by its leadership role in coordinating the work of the United Nations system in support of the African Union Commission within the mandate of ECA. In addition, ECA will build on its existing strategic partnership with the African Development Bank, the African Export-Import Bank and other regional and subregional organizations and with central banks, universities, think tanks, other research institutions, civil society and private sector organizations, and will forge new such partnerships in pursuit of the Sustainable Development Goals and the goals of Agenda 2063. With regard to South-South and triangular cooperation, ECA will continue to leverage value-adding partnerships premised on the principle of enhanced complementarity and development impact. This will also enable the Commission to respond better to the evolving needs of member States in the context of new and emerging opportunities.

13. Where inter-agency coordination and liaison are concerned, 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 Collaboration Platform and enhanced collaboration with regional United Nations entities, through opportunity and initiative-based coalitions, to ensure better coordinated responses and an effective and collective contribution to fulfilment of the 2030 Agenda and Agenda 2063. In addition, ECA will make its knowledge products more visible and accessible to member States, resident coordinators and United Nations country teams through a more targeted effort to disseminate its knowledge resources, including through the online and on-site training services provided by the African Institute for Economic Development and Planning (IDEP).

14. With regard to external factors, the overall plan for 2022 is based on the following planning assumptions:

(a) Despite the fluid nature and uncertain evolution of the COVID-19 pandemic, sustainable long-term recovery pathways are identified, consolidated and followed for the delivery of ECA services;

(b) The Regional Collaborative Platform for Africa is fully operational and is used to channel ECA contributions and support for the implementation of the African Union-United Nations cooperation frameworks;

(c) Member States and regional economic communities continue to cooperate among and between themselves and coordinate collective and harmonized actions focusing on the implementation of the 2030 Agenda and Agenda 2063, along with the operationalization of the African Continental Free Trade Area in a post-COVID-19 pandemic context, with support from ECA;

(d) Intergovernmental policy organs and forums provide continued policy advice on emerging priorities with a view to guiding ECA activities.

15. With regard to the COVID-19 pandemic, the programme plan is based on the assumption that the proposed deliverables and activities for 2022 are implementable. If, however, the pandemic continues to have an impact on the planned deliverables and activities, these will be adjusted during 2022 within the scope of the overall objectives, strategies and mandates. Any such adjustments will be reported as part of the programme performance information.

16. The Commission integrates a gender perspective in its operational activities, deliverables and results, as appropriate. For example, the objective of subprogramme 6 is to accelerate the pace of member States to implement, and report on, their global and regional commitments related to gender equality and the empowerment of women and girls and to enhance their implementation of policies and programmes for the empowerment of women and girls, in order to achieve gender equality and inclusiveness in Africa. The subprogramme also provides technical support to the Commission's other subprogrammes to ensure that a gender perspective is reflected in their programme of work. The subprogramme will also strengthen the capacity of member States, through the provision of tailored technical support, advisory services and hands-on training, in gender equality, the empowerment of women and girls, inclusiveness and economic diversification, women's entrepreneurship, and the integration of a gender perspective into national policies and programmes.

17. The Commission will participate in the implementation of the system-wide United Nations Disability Inclusion Strategy with a view to further advancing disability inclusion, and will include mitigating measures to overcome any challenges while operationalizing disability inclusion. The strategy will cover programme design, implementation and evaluation, and policies on operational aspects, including the reasonable accommodation of related requests and consultations with persons with disabilities.

### **3. Impact of the COVID-19 pandemic on programme delivery in 2020**

18. During 2020, the COVID-19 pandemic had a severe impact on the planned deliverables and activities of ECA, causing some to be postponed or cancelled. These included the preparation and finalization of key thematic studies and reports on such issues as international migration in Africa, the state of urbanization in Africa, the Africa Human Security Index; policy dialogues and ad-hoc expert group meetings on integration of statistical and geospatial information; technical and validation workshops related to the review of African Continental Free Trade Area strategies; scoping missions to member States for data collection and analysis; and capacity-building sessions for African practitioners such as regulators and investors on issues linked to the development of capital markets. Additional specific examples of the impact are provided under all subprogrammes. The postponement and cancellation of planned deliverables and activities also had an impact on the expected results for 2020, as described in the programme performance under all subprogrammes.

19. At the same time, however, some planned deliverables and activities were modified and some new activities were identified during 2020, within the overall scope of the objectives of the subprogrammes, in order to support member States in tackling issues related to the COVID-19 pandemic. Some deliverables were achieved through a change of approach to delivery modalities

and methods, as demonstrated by the shift from in-situ meetings and missions to online meetings and webinars enabling a larger number of participants to attend and contribute. IDEP cancelled all in-situ training activities and transformed its training materials into e-learning content.

20. Other modifications and new activities included the refocusing of studies and assessments on the analysis of socioeconomic impacts of the COVID-19 pandemic; the leveraging of innovative solutions such as the use of information and communications technology and digital governance to address these impacts, fostering the sharing of best practices among member States; the design of transformative financial instruments and the convening of new meetings and policy dialogues such as those among African ministers of finance to discuss debt issues and initiatives leading to important savings for member States; the strengthening of the role of the private sector and its investments in the economic growth and transformation of Africa (infrastructure, land and agriculture, energy). Additional specific examples of the modified and new activities are provided under all subprogrammes. The modified and new deliverables and activities contributed to results in 2020, as described in the programme performance under all subprogrammes.

#### **4. Liquidity constraints**

21. Liquidity constraints also had an impact on the planned deliverables and activities of the programme. The impact included reduced capacity caused by the shortage of staff (hiring freeze) and consultants to provide advisory services, finalize reports such as those on agro-industrial park development on Africa and assessment of the potential for enhancing agriculture and weather index insurance in Africa, and the postponement of meetings such as the first meeting of the Economic Governance Committee, the launch of the Africa regional overview of food security and nutrition leading to significant delays in implementing the programme of work of the various subprogrammes. Liquidity constraints rendered it difficult to ensure the predictability of financial resources, preventing subprogrammes from responding favourably to requests from member States and regional economic communities, including for support with the trade in services negotiations under the African Continental Free Trade Area. They also led to the cancellation of tourism capacity-building activities; failure to conclude the collaborative initiative on advancing industrialization in the Common Market of Eastern and Southern Africa (COMESA) region; and inability to boost the capacity of the digital training function of IDEP. Additional specific examples of the impact are provided under all subprogrammes.

#### **5. Evaluation activities**

22. The following evaluations and self-evaluations completed in 2020 have guided the programme plan for 2022:

- (a) Final evaluation of the Joint Financing Agreement;
- (b) Final evaluation of the Development Account project on the better monitoring of social protection in Africa;
- (c) Final evaluation of the project on deepening African trade integration through effective implementation of the Agreement Establishing the African Continental Free Trade Area in support of economic integration.

23. In addition to the above, the Evaluation Section serviced the following audits by the Board of Auditors and the Office of Internal Oversight Services (OIOS):

- (a) Annual audit for 2019 by the Board of Auditors;
- (b) Audit of the Africa Hall renovation project by OIOS;
- (c) Audit of ECA inventory management by OIOS.

24. With the aim of further strengthening the evaluation function, the Section is continuously developing new tools to guide evaluations in ECA and improving those already in existence. The ECA evaluation policy has been revised, bringing it in line with emerging trends in the field of evaluation. The policy advocates joint and more independent evaluation so as to improve both the accountability aspects and the learning elements of all evaluations undertaken by ECA. The following guidelines and notes were finalized in 2020:

- (a) Evaluability assessment: guide to assessing the preparedness of a project for evaluation;
- (b) Quality assurance of evaluation reports: guide for consultants;
- (c) Draft note on the inclusion of disability in evaluations.

25. The findings of the evaluations and self-evaluations referenced above have been taken into account for the programme plan for 2022. For example, findings are shared across the house before planning commences for the next cycle, including the design of projects for Development Account and extrabudgetary funding, ensuring uptake of the recommendations to inform and guide the design and formulation of programmes and projects. Key areas that are being strengthened in the light of evaluation findings include programme development, monitoring and reporting, where a focus is being placed on evidencing tangible results achieved through ECA interventions. Since 2020, the Commission-wide quarterly programme performance review has been a regular exercise, offering a forum where programme achievements are showcased along with deliberations on shortfalls that require immediate attention. Evaluation findings are presented and discussed at meetings of the ECA senior leadership team and they also inform decision-making by the Commission's management.

26. The following evaluations and self-evaluations are planned for 2022:

- (a) OIOS report on the annual audit of the Africa Hall renovation project;
- (b) Board of Auditors, annual audit for the year 2021;
- (c) Joint Inspection Unit reports on:
  - (i) Review of management and administration in the United Nations;
  - (ii) Review of policies, measures, mechanisms and practices to prevent and address racism and racial discrimination in the United Nations system;
  - (iii) Business continuity policies and practices in United Nations system organizations;
  - (iv) Review of the management of implementing partners in organizations of the United Nations system;
  - (v) Review of the internal pre-tribunal stage appeal mechanisms available to staff members in the United Nations system organizations;
  - (vi) Review of accountability frameworks in the United Nations system organizations;
- (d) Self-evaluations on:

- (i) ECA support for member States in strengthening their national accounts;
- (ii) Outcome study of mainstreaming Sustainable Development Goals in the ECA programme of work (2018–2021);
- (iii) Review of ECA contributions to member States;
- (iv) 2022 session of the Conference of Ministers;
- (v) 2022 session of the African Regional Forum on Sustainable Development;
- (vi) Partner perception survey 2022;
- (vii) Assessment of the utility of and compliance with Programme Management Manual standards in programme design, implementation and management by the subprogrammes;
- (viii) Review of ECA inventory management in the light of the 2020 audit by OIOS.

## **B. Orientation of the subprogrammes for 2022**

### **1. Subprogramme 1: Macroeconomic policy and governance**

27. To contribute to the achievement of structural transformation and inclusive growth in Africa through strengthened and effective development planning, macroeconomic policy analysis, and enhanced public sector finance management and governance, the subprogramme will develop knowledge products such as the annual African progress report on the Sustainable Development Goals and customize policy-relevant tools such as the integrated planning and reporting toolkit, to assist countries in the design, implementation and tracking of performance on national development plans that are aligned with the Sustainable Development Goals and Agenda 2063.

### **2. Subprogramme 2: Regional integration and trade**

28. To contribute to the strengthening of regional cooperation and integration among member States through increased trade flows, improved industrialization and increased investments, the subprogramme will continue to work with the African Union Commission, the Resident Coordinator offices and the United Nations Conference on Trade and Development, and also with development partners, to support member States in securing market access and business opportunities from the African Continental Free Trade Area, while minimizing any potential adverse effects, such as import surges, dumping, and customs revenue loss risks, in the context of the agendas of the African Union, regional economic communities and World Trade Organization-related and other multilateral and bilateral trade issues such as regional trade protocols, the African Growth and Opportunity Act and economic partnership agreements. The subprogramme will also provide technical assistance for the implementation of the African digital transformation strategy and further develop and disseminate policy tools, instruments and guidelines and help to identify opportunities for diversification, value addition and the development of manufacturing and industrial clusters for member States in support of the Action Plan for the Accelerated Industrial Development of Africa.

### **3. Subprogramme 3: Private sector development and finance**

29. To contribute to enhancing 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 boost innovative private sector financing and investment for infrastructure, energy and services, and agriculture, the subprogramme will address the impacts of the COVID-19 pandemic on food security and agriculture, produce knowledge products and offer advisory services to member States in regionally integrated agricultural value chains. It will further support member States in implementing the African Union Declaration on Land Issues and Challenges in Africa. It will continue to support member States and market participants in exploring investment opportunities in infrastructure, real estate and other sectors in close cooperation with pension funds, asset management firms, private equity and financial institutions, and also in operationalizing priority plan II of the Programme for Infrastructure Development in Africa. It will continue to support the development and dissemination of regulatory tools and frameworks, along with best practices in public-private partnership models that attract private sector participation and investment in energy infrastructure.

#### **4. Subprogramme 4: Data and statistics**

30. To contribute to strengthening the production, dissemination and use of credible data, statistics and geospatial information at national, regional and global levels for evidence-based policy and decision-making, the subprogramme will develop the capacity of member States by providing technical assistance in newly developed methodologies, tools and techniques in censuses and surveys, while also mainstreaming geospatial and other new technologies in all relevant stages of statistical processes, based on the latest applied research.

#### **5. Subprogramme 5: Climate change, environment and natural resources management**

31. To contribute to advancing inclusive and sustainable development, by strengthening the capacity of member States to harness new technologies and innovation, natural resources and the green and blue economy, and to enhancing climate resilience, the subprogramme will support member States in the formulation and implementation of national and regional policies to build a sound scientific, technological and industrial base through, first, policy research on new technologies and innovation and data-driven decisions; second, the convening of peer-learning, dialogue and consensus-building platforms on science, technology and innovation, digital transformation methodologies and frameworks; and, third, technical assistance to member States. It will also provide technical support to member States in the design and implementation of mineral policies, strategies and plans that are aligned with the principles of the Africa Mining Vision. It will continue to convene regional platforms, in particular the Africa Regional Forum on Sustainable Development, in collaboration with the African Union Commission, the African Development Bank and the United Nations system.

#### **6. Subprogramme 6: Gender equality and women's empowerment**

32. To contribute to achieving gender equality and the empowerment of women and girls in Africa, through accelerating the pace of implementation of policies and programmes by member States, and reporting on their global and regional commitments, the subprogramme will undertake policy research and technical advisory services, and also the convening of policymakers and experts to increase knowledge, develop capacity and stimulate discussion on the mainstreaming of gender into development policies and programmes, to ensure gender sensitive outcomes. It will roll out the African Gender and Development Index, thereby helping member States to conduct informed self-assessment in progressing towards the achievement of gender equality and the empowerment of women and girls, in those countries that have not yet implemented the index.

**7. Subprogramme 7: Subregional activities for development****(a) Component 1: Subregional activities in North Africa**

33. To contribute to enhancing the employment creation environment in North Africa through strengthened economic diversification and regional integration and a better recognition of migrant workers' qualifications and skills, the component will develop macro-econometric models by using available macroeconomic data, conducting simulations with ministries of finance, planning and central banks in partner countries. It will also provide technical assistance through partnerships with statistical institutes, to strengthen countries' capacity to develop data analysis and models to quantify economic distortions and identify the public policy changes to be carried out. It will conduct research work on employment, focusing on youth employment, and will convene regional workshops on best practices for job creation in Africa. It will assist member States in mitigating the impact of COVID-19 on employment.

**(b) Component 2: Subregional activities in West Africa**

34. To contribute to advancing inclusive development in West Africa through strengthening the countries' capacity to integrate demographic dynamics dimensions in policies, budgets and planning processes and accelerating achievement of regional integration, the component will respond to capacity-building requests aimed at harnessing the opportunities unleashed by demographic dividends and continue to undertake analysis and research on demographic issues. It will provide knowledge, tools and policies to remove impediments to the acceleration of demographic transition (issues include family dynamics, migration and migrants, health and mortality, ageing and living conditions, historical demography, civil registration, gender issues, youth empowerment, peace and security). It will pursue its strategic partnership with the ECOWAS Commission to ensure that research recommendations are translated into regional policy.

**(c) Component 3: Subregional activities in Central Africa**

35. To contribute to expanding the manufacturing and high-value service sectors, increasing the share of tradeable and manufactured goods in total exports, deepening regional value chains and improving the competitiveness and productivity of local economies in order to accelerate economic diversification and structural transformation in Central Africa, the component will support the operationalization and implementation of economic diversification strategies and industrial plans. It will also continue to provide support to the Economic Community of Central African States (ECCAS) and the Central African Economic and Monetary Community (CEMAC) in the harmonization of their trade instruments.

**(d) Component 4: Subregional activities in East Africa**

36. To contribute to deepening regional integration in East Africa, by supporting the operationalization of the African Continental Free Trade Area, through fostering intra-regional investment, harnessing the blue economy potential and promoting regional tourism, the component will continue to provide impact assessments of the African Continental Free Trade Area for member States and regional economic communities, developing national and regional strategies on the Area. It will continue knowledge production, technical support, policy dialogue and capacity building for improved policy and strategies pertaining to phase I, phase II and III of the operationalization of the Area, focusing on such areas as trade in goods; trade in services, digital trade, investment, movement of labour, trade and gender, and competition

issues. It will also provide support to member States and regional economic communities on the blue economy and tourism.

**(e) Component 5: Subregional activities in Southern Africa**

37. To contribute to strengthening subregional and national programmes and capacities to achieve inclusive industrialization for reducing poverty and inequality in Southern Africa, the component will continue to promote cooperation and partnership with member States, regional economic communities – specifically the Southern African Development Community (SADC) and COMESA – and others in advancing regional and national industrialization priorities through the implementation of the SADC industrialization strategy and road map and its alignment with, and support for, national industrialization policies.

**8. Subprogramme 8: Economic development and planning**

38. To contribute to strengthened development planning in African countries and improve their capacity to formulate and manage effective policies for structural transformation and sustainable development, the subprogramme will continue delivering face-to-face and online training based on enriched training content on sectoral, national and subregional development, and medium to long-term planning within the context and socioeconomic impact of the COVID-19 pandemic. It will pursue the promotion of peer-learning and collaboration among African development planners through a community of practice and will provide wide access to its digitized knowledge repository on the evolution of development planning in Africa and through policy briefs and research papers. It will propose relevant courses which will include gender and youth-related content such as entrepreneurship, employment, green economy, innovation and digital transformation.

**9. Subprogramme 9: Poverty, inequality and social policy**

39. To contribute to eradicating extreme poverty and reducing inequality through member States' improved policies and strategies for social investments and productive urban job creation, the subprogramme will support national strategies on the eradication of poverty and reduction of inequalities with a focus on social protection, population and development, migration and ageing. The work will provide policy options towards national policy development and implementation in social investments which contribute to reductions in poverty and vulnerability and the achievement of the goals of the 2030 Agenda. It will continue to promote the policy prioritization of urban job creation through the development of urban strategies and investment frameworks for national development planning.