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Statutory issues

Medium-term programme framework (2022–2025)

Executive summary

I. Framework rationale

1. In his report entitled “Our Common Agenda” (A/75/982), the Secretary-General referred to the present era as an inflection point in history, at which the challenges of the coronavirus disease (COVID-19) pandemic, climate change and environmental degradation, economic development and destabilizing inequality are serving as a wake-up call to member States to accelerate progress towards sustainable development. To that end, the Economic Commission for Africa (ECA) and other entities of the United Nations system have committed to a decade of action for sustainable development, with a view to reforming the way that they operate and improving their effectiveness in delivering support to countries and communities. It is expected that these actions will improve the ability of member States both to address the structural and systemic impediments to sustainable development and to build resilience to deal with unexpected and unanticipated challenges.

2. The prolonged nature of the COVID-19 crisis and the related human and economic effects have had an adverse impact on the achievement of the Sustainable Development Goals by 2030, as well as the achievement of the goals of Agenda 2063: the Africa We Want, of the African Union. The pandemic has also highlighted areas in which African countries have been slow to develop resilience and increase investment. Such problems significantly increase the risks to which the most vulnerable populations, in particular women and children, are exposed. In contrast, aspects of the African response to COVID-19 have shown the strength of the continent and its ability to respond quickly to changing conditions. While such decisiveness is welcome, it will need to be complemented by support from the international community over the medium to long term in order to put countries and economies back on the path to achieving goals of the 2030 Agenda for Sustainable Development and Agenda 2063.

3. The 2030 Agenda is the universal vision and plan of action for transforming economies, improving well-being, increasing opportunity and protecting the natural environment. For the United Nations system, the 2030 Agenda forms a central

* E/ECA/COE/40/1.



element of the support that it provides to member States, with a view to the sustainable development of their economies and societies. Agenda 2063 is the continent's ambitious pan-African framework for attaining inclusive and sustainable economic growth and development. Together, the two agendas are the foundation of the collective framework for the support that the United Nations system provides to African member States.

4. The coming decades will require transformative change across the continent if it is to achieve the goals of the 2030 Agenda and Agenda 2063. The Commission's approach to supporting that transformative change looks to link specific subsets of those goals as part of a harmonized and integrated approach to embedding the agendas in planning and policymaking processes at the continental, subregional and national levels, through the production of knowledge by ECA and by member States using ECA tools and services. Acting as a pan-African institution with roots in the United Nations system, ECA brings Governments together to formulate a common understanding, approaches and policy decisions for the good of all Africans. By providing policy-advisory and capacity-building services, ECA helps Governments to acquire the tools to understand and address their challenges and to enhance their ability to plan and implement their national development strategies.

II. Framework organization

5. In the light of the challenges described above, the Conference of African Ministers of Finance, Planning and Economic Development, in its resolution 964 (LII), called upon the Economic Commission for Africa to develop a medium-term programme framework, covering a period of three to five years, to facilitate the engagement of member States with the Commission (see E/ECA/CM/52/2, annex).

6. The medium-term programme framework for the period 2022–2025 has been developed in response to the request of the Conference of African Ministers. It is part of the Commission's response to the challenge of delivering on the promise of the two agendas. It looks at the ways in which Africa can build forward better, drawing on the continent's resources, strengths and potential to help drive post-pandemic sustainable development. It provides a systems-based view of the work of ECA, noting the connections and dependencies among the various Sustainable Development Goals and building upon the recent work of United Nations entities to adopt a holistic approach, as outlined in *The Future Is Now: Science for Achieving Sustainable Development*.¹

7. The framework identifies key areas of action to accelerate progress in achieving the Sustainable Development Goals by 2030 and to drive progress towards the goals of Agenda 2063. It provides an overview of five transformations along with a set of 17 outcomes that reflect the high-level changes necessary to realize those transformations. ECA will contribute to those outcomes through the products and services that it provides as part of its three core functions:

(a) **Think-tank function:** This includes the conduct of interdisciplinary research and analysis of the key challenges facing member States and Africa as a whole, as well as the promotion of peer learning and development. This function generates the evidential basis for coherent policymaking and strategy implementation;

(b) **Operational function:** This includes the provision of direct policy advice and support to member States, regional economic communities, including through cooperation with other United Nations system entities.

¹ Independent Group of Scientists appointed by the Secretary-General, *Global Sustainable Development Report 2019: The Future is Now – Science for Achieving Sustainable Development*, (United Nations, New York, 2019).

Training and capacity-building activities help stakeholders to contribute to the formulation and implementation of effective and coherent policies and strategies;

(c) **Convening function:** This includes the creation of multi-stakeholder platforms that help to reinforce multilateralism regionally and globally. The convening function supports member States and other stakeholders in identifying key collective challenges facing the continent, in formulating appropriate collective responses, and in facilitating regional integration.

8. The framework reflects the specific strengths and mandate areas of ECA, as well as the key role of ECA as a catalyst for change on the continent. Each of the five transformations represents a group of interrelated policy areas in which progress can significantly improve the lives and well-being of individuals and communities across Africa. The five transformations that are envisioned in the framework are as follows:

- (a) An Africa that invests in human potential;
- (b) An integrated Africa;
- (c) An innovative and connected Africa;
- (d) An Africa of sustainable, productive industries and economies;
- (e) An Africa of stable and effective institutions.

9. Together, the five transformations correspond to a set of policy and programmatic areas that are geared towards building forward better in the post-COVID-19 era. They are both interdependent and connected directly to multiple goals in the 2030 Agenda and Agenda 2063. They represent areas of opportunity to use systemic approaches that have the potential to improve policy coherence and drive economic growth and improvements to social, environmental and material well-being. Such complex approaches, which emphasize interventions that address the relationships among human, technical, economic and natural factors, can help to overcome the limitations of siloed policymaking and propel future development progress.

10. In connection with each transformation, there is a set of key outcomes that will orient the work of the Commission, within the overall framework of the two agendas and system-wide approaches of the United Nations system, and form the basis of the material contribution of the Commission to African development. In implementing the framework, ECA will work with member States, the African Union, the African Development Bank, various United Nations entities and other stakeholders at the intersection of each transformation through knowledge-creation, policy-advisory and capacity-building activities. It will work across thematic areas and divisions to assist member States in crafting coherent policy and strategic responses to bring about effective social and economic recovery from the COVID-19 pandemic and to address the challenges of achieving the vision for the continent, as articulated in the two agendas, during the decade of action for sustainable development and beyond.

A. An Africa that invests in human potential

1. Overview

11. People are at the centre of sustainable development in Africa. The well-being of its people and their ability to participate equally and productively in the social, economic and political spheres are key markers of development in both the 2030 Agenda and Agenda 2063. In addition, the development of the continent's significant human capacity will also be essential to creating the conditions for sustained

economic growth and shared well-being and prosperity, and to ensure that its natural resources are protected or sustainably exploited.

12. At the most fundamental level, people's well-being depends on their having access to health and education services and to social, economic and political infrastructure. Ensuring that such access is at the core of policymaking will drive further gains in well-being, in particular in the context of post-COVID-19 recovery, while creating the conditions for increased social, economic and political inclusion, participation and equality.

13. Millions of Africans have been directly or indirectly affected by the global COVID-19 crisis. The range of economic and fiscal effects on the continent are significant and highlight the need for substantial increases in health expenditure. The challenge in doing so has been exacerbated by greatly reduced tax revenues, due to falling receipts from commodity exports, especially oil, and large reductions in both intra-African as well as international trade.

14. To face these challenges, African Governments can take advantage of policies that promote education and skill development, in particularly for the continent's burgeoning youth population. In doing so, countries should ensure that education and employment opportunities are broad-based, that they include women, young people and other marginalized groups, and that they adequately cover both rural and urban areas. In that regard, meeting those needs in urban areas will likely pose a particular challenge due to the rapid pace of urbanization projected in Africa over the coming decades. Such efforts to make education and employment inclusive can be supported through appropriate and targeted investment in social-support services to help develop resilience and reduce income inequality and precarity.

2. Key areas of work

15. Within this area of transformation, the key areas of work, expected results and corresponding Sustainable Development Goals are as follows:

(a) **Improved skills and employment possibilities:** As a continent with a young population, Africa has an on-going need to create high-quality employment opportunities. Doing so will require, inter alia, policies to support increased investment in human capital through skill development and training, and policies that foster an environment that is supportive of businesses and conducive to infrastructure development;

(b) **Equal access to opportunity:** Africa as a whole suffers from a high degree of inequality, especially in terms of income and gender. Such inequality has been exacerbated following the global COVID-19 pandemic. Recognizing and addressing the multifaceted and interconnected aspects of inequality can help to promote greater opportunity and broad-based economic growth;

(c) **Sustained social investment:** In addition to skill development, policies that support a range of social investments –in healthcare, social protection, and financial inclusion, in particular for women and young people – can help to address inequality and promote greater social and economic well-being;

(d) **Safe and orderly migration:** Migration can play a positive role in supporting sustainable development. In addition to facilitating the match between labour demand and supply and increasing productivity, migration offers interpersonal, cultural and social opportunities to migrant and host communities alike. To realize these gains, migration management policies must protect the rights of migrants and provide regular routes for labour movement and other kinds of mobility.

Expected results
Outcome 1.1: Reduced inequality, in particular gender inequality and inequality of access to social services and investment
Outcome 1.2: Member State policies take advantage of the continent's demographic dividend by providing improved access to employment opportunities, especially for women and young people and in urban areas
Outcome 1.3: Safe and orderly labour mobility and migration, within and between countries

Corresponding Sustainable Development Goals
Goal 1: No poverty
Goal 3: Good health and well-being
Goal 5: Gender equality
Goal 8: Decent work and economic growth
Goal 10: Reduced inequality

B. An integrated Africa

1. Overview

16. Over the past several decades, African leaders have viewed greater regional integration as being key to national development efforts. Integration matters for the development of the continent and the lives of its citizens. It has the potential to improve material well-being, better employment prospects, accelerate economic growth and increase the variety and availability of a wide range of goods and services. The extent of integration determines how cost-effective it is for businesses to trade and export. It both supports increases in productivity and competitiveness of African economies and facilitates investment. On an individual level, integration affects where Africans choose to travel or work, how they communicate across borders, and how communities relate to each other across the continent. Efforts in these areas can help to create economies that work for all people.

17. This vision of integration has progressed on many levels. The regional economic communities have been a focus of cooperation and integration in their respective parts of the continent. The communities have promoted the benefits of integration among various stakeholders and the general public, and their integration processes are an important element of the broader continental integration project.

2. Key areas of work

18. Within this area of transformation, the key areas of work, expected results and corresponding Sustainable Development Goals are as follows:

(a) **Integration through trade:** The African Continental Free Trade Area represents a historic opportunity to increase intra-continental trade from its current relatively low levels, which will underpin efforts to promote economic growth and reduce poverty and inequality. Taking advantage of the opportunities provided by the African Continental Free Trade Area in an inclusive manner will require formulating effective policies and strategies for exports and identifying opportunities for industrialization and value-chain development;

(b) **Infrastructure for greater integration:** The considerable gap in the financing of the continent's infrastructure has had a significant effect on all areas of development, from trade, employment and economic growth to human health and

well-being. Policies that aim to improve investment, domestic resource mobilization and capital-market development can help to fill this gap;

(c) **Harmonization of policy frameworks for greater integration:** The functioning of the African Continental Free Trade Area will be enhanced through common sectoral, trade and other types of policies across the continent. A range of additional measures and support will be needed to develop the necessary institutional and regulatory frameworks at the national, subregional and continental levels.

Expected results
Outcome 2.1: Increased trade within and outside the African continent
Outcome 2.2: Improved access to modern infrastructure connecting communities across Africa
Outcome 2.3: Harmonized policies and strategies for increased market integration
Corresponding Sustainable Development Goals
Goal 7: Affordable and clean energy
Goal 9: Industry, innovation and infrastructure
Goal 17: Partnerships for the Goals

C. An innovative and connected Africa

1. Overview

19. The coming decades will continue to see rapid technological development, which will create new economic opportunities while reforming old methods and job categories and making others outdated or obsolete. Existing trends are likely to continue, in particular with internet penetration across the continent set to increase considerably, and with Governments and other actors looking towards the eventual universality of internet access. The use of innovations in science and technology has been recognized as being central to the achievement of the 2030 Agenda. Although all regions of the world are facing challenges from increasing automation and rapid technological change, the African continent is doing so at the same time as it pursues sustainable industrialization and integration, which gives rise to a set of unique challenges and opportunities.

20. In the Addis Ababa Action Agenda of the Third International Conference on Financing for Development, it is recognized that the creation, development and diffusion of new innovations and technologies are powerful drivers of economic growth and sustainable development. That recognition is echoed in Agenda 2063 and the science, technology and innovation strategy of the African Union. In order to achieve long-term and sustainable growth, Africa needs to be both innovating and adapting technologies to local contexts and business conditions, as well as supporting its own systems for research, development and commercialization of technology and innovation. An example is seen in the continent's role at the forefront of several multinational efforts to address the COVID-19 challenge, while drawing on experience with past disease outbreaks and early innovations in the areas of epidemiological data and tracing.

2. Key areas of work

21. Within this area of transformation, the key areas of work, expected results and corresponding Sustainable Development Goals are as follows:

(a) **Digital transformation:** In the past few years, the continent has been at the forefront of the adoption of several digital technologies, such as mobile

payment solutions. However, significant gaps remain when it comes to access to digital technology and coverage of internet services. Policies that both address the development of essential infrastructure and tackle the challenges of affordability and digital illiteracy can build on existing progress in developing the African digital economy;

(b) **Fostering entrepreneurship and business development:** The accelerated development of opportunities in entrepreneurship and science, technology and innovation across the continent can help to drive employment, take advantage of the demographic dividend and further structural transformation. Policy and programmatic approaches to support entrepreneurship, in particular among women and young people, could help to ensure that economic development is inclusive and creates decent work for all;

(c) **Promotion of science and innovation:** Accelerating the continent's transition to an innovation-led and knowledge-based economy will require changes to the funding of research, how research is conducted, and how the research results are translated into positive benefits for society at large. Doing this will require policies that support both increased investment and improved collaboration among African and international researchers and private-sector entities.

Expected results
Outcome 3.1: Expanded access to and use of digital technologies
Outcome 3.2: Increased levels of entrepreneurship, especially among women
Outcome 3.3: Increased access to science, technology and innovation

Corresponding Sustainable Development Goals
Goal 4: Quality education
Goal 5: Gender equality
Goal 8: Decent work and economic growth
Goal 9: Industry, innovation and infrastructure
Goal 17: Partnerships for the Goals

D. An Africa of sustainable and productive industries and economies

1. Overview

22. The promotion of productive industries and the sustainable exploitation of the continent's rich natural resources are key elements of furthering structural transformation and the long-term growth and resilience of African economies. Improvements to productivity that come from the structural transformation of African economies, when supported by an appropriate mix of policies, have the potential to translate into increased incomes and better employment prospects. Moreover, such productivity gains should be made in the context of creating a healthy planet for its people, by protecting human health and development and preserving natural ecosystems that have already been significantly affected by a changing climate.

23. The combined need for economic growth, increased productivity and improved climate resilience across the continent represents an opportunity for African countries. Economic integration will increase the need for investment and infrastructure and the opportunities for economic diversification. Developing strategies to diversify economies and trade patterns in accordance with low-carbon and low-resource-intensity models can help to channel investment into areas that represent win-win scenarios for both economies and the environment.

24. Decarbonizing industry, transport and energy systems will reduce the impact of African nations on the global climate, while providing opportunities for innovation in technological, financial and business models. Efforts to ensure equitable access to energy and the reliability and resilience of the energy supply represents opportunities to leap-frog carbon-intensive and highly centralized energy distribution models. Policy, industry and public support for green and blue economic initiatives can promote a more equitable use of environmental resources and improve environmental quality. Moreover, sector-wide initiatives can make it possible for Africa to pioneer eco-friendly models in areas such as tourism, agriculture, fisheries and mining.

2. Key areas of work

25. Within this area of transformation, the key areas of work, expected results and corresponding Sustainable Development Goals are as follows:

(a) **Increasing productivity:** Innovation and productivity have the potential to drive further gains in income and reductions in inequality, in particular given relatively low growth in productivity across the continent in the 2010s. Policies that support the structural transformation of African economies can both improve productivity and leap-frog outdated technologies and business processes;

(b) **Investment in sustainable resource use:** Greening the continent's industrialization offers a range of new opportunities for contributing to its structural transformation. The significant investments needed in water, energy and transport infrastructure will require a mixture of long-term planning, policies and strategies to generate public and private investment and acquire technology;

(c) **Investing in climate action:** Closely related to the greening of economies are the investments and policies needed to mitigate and adapt to the effects of a changing climate. This involves a variety of integrated approaches that both translate into coherent and cross-cutting investments and ensure that national regulatory environments are sufficiently attractive to investors. At the international level, it is important that African voices are heard when deciding on global measures to reduce the impact of climate change, in particular given the greater vulnerability of many African countries to the effects of climate change;

(d) **Connected urban development:** National and international efforts to address inequality in Africa will take place in the context of more urbanized populations, while climate change and resource competition increasingly affect the most vulnerable areas of cities. National development strategies and policies should reflect the increasingly urban nature of their populations and respond through investment in urban job creation.

Expected results
Outcome 4.1: Increased productivity, diversity and competition in value chains and production patterns
Outcome 4.2: Environmentally and socially conscious policies and strategies for the development of green and blue economies
Outcome 4.3: Increased sustainable industrialization and small-scale industrialization
Outcome 4.4: Coherent and inclusive community development and urbanization

Corresponding Sustainable Development Goals
Goal 2: Zero hunger
Goal 8: Decent work and economic growth
Goal 9: Industry, innovation and infrastructure

Goal 11: Sustainable cities and communities
 Goal 12: Responsible consumption and production
 Goal 13: Climate action
 Goal 14: Life below water
 Goal 15: Life on land

E. An Africa of stable and effective institutions

1. Overview

26. An Africa that provides a safe and secure environment for its people and whose Governments can make effective and evidence-informed decisions will underpin sustainable development efforts, while creating an environment of trust and solidarity among its citizens. Weak or dysfunctional governance can lead to impunity among officials, the misallocation of productive resources and investment, ineffective or counterproductive policies and institutions, and the exclusion of the population. The promotion of good governance – which is characterized by legitimacy, accountability, respect for the rule of law, the protection of rights and competence – facilitates the implementation of a range of social and economic development policies, while addressing problems such as illicit financial flows and other illegal activities.

27. Fragility, conflict and violence in some parts of Africa continue to impede the social and economic development of the continent as a whole, which is holding back efforts to eradicate extreme poverty and achieve the goals of the 2030 Agenda and Agenda 2063. In sub-Saharan Africa, although fragile States receive only a small fraction of its foreign direct investment, they are the destination for the majority of its overseas development assistance. The COVID-19 pandemic risks further exacerbating such state fragility. Furthermore, the effects of climate change threaten to amplify existing environmental stresses, create new ones and increase competition for scarce resources.

28. The African Charter on Democracy, Elections and Governance – which has been signed by a majority of African Union member States – highlights the importance of economic and corporate governance, which consists of, inter alia, effective public-sector management, transparency in public finances, enabling regulatory frameworks for the private sector, public-debt management, and transparent and effective tax systems. Progress in these specific areas, as well as in governance more generally, can have a transformative impact, which would help to increase public confidence and trust.

2. Key areas of work

29. Within this area of transformation, the key areas of work, expected results and corresponding Sustainable Development Goals are as follows:

(a) **Promoting peaceful development:** ECA works to promote good and effective governance, which creates the social and economic conditions for lasting growth, stability and sustainable development. Given that COVID-19 has brought additional challenges to peace and security and to the rebuilding of post-conflict societies and economies, it will be even more important that improvements in peace and security are translated into sustainable development gains for local populations;

(b) **Addressing the continent's debt:** The COVID-19 pandemic has dramatically altered the outlook for human and economic outcomes in Africa over the next few years, which has further highlighted the importance of Governments having the capacity to invest in social and economic recovery. Debt relief could give African Governments the flexibility that they need to cope with the pandemic-

induced crisis while delivering health services and employment relief to their populations;

(c) **Promoting macroeconomic stability:** Policies to support sustained and inclusive economic growth are central to efforts to reduce poverty and inequality in Africa. However, the pandemic has threatened macroeconomic stability across the continent, and measures to counteract the severe human and economic effects of the pandemic risk significantly increasing deficits. This reality illustrates the need for policies that work to promote stability, ensure necessary social investments and relieve debt pressure on Governments;

(d) **Developing fiscal space:** Related to questions of debt and the macroeconomy is the capacity of Governments to raise revenue domestically. Having adequate fiscal space provides governments with the capacity to increase their budgets as warranted without sacrificing fiscal sustainability. Policies to support national fiscal capacity will enable Governments to provide additional support for infrastructure development and expand access to health, education and other social services;

(e) **Developing effective decision-making capacity:** National capacity to produce and analyse statistical and other kinds of evidence is essential to effective planning, monitoring and implementation of policies and programmes, and helps to ensure that Governments take into consideration the latest information, science and knowledge when formulating policies. The increased use of newer technologies and methods, including geographic information systems and mapping, can better target policies and interventions. Moreover, improved data and technical expertise can facilitate decision-making and peer learning among African countries.

Expected results

Outcome 5.1: Integration of member State development plans and measures to promote macroeconomic stability, inclusive growth and alignment with the Sustainable Development Goals

Outcome 5.2: Increased fiscal space and resource mobilization for sustainable development priorities

Outcome 5.3: Member States and other entities respond effectively to emergency situations and promote peace and human security through economic development

Outcome 5.4: Increased use of data, statistical and other evidence in policy formulation and decision-making

Corresponding Sustainable Development Goals

Goal 8: Decent work and economic growth

Goal 16: Peace, justice and strong institutions

Goal 17: Partnerships for the Goals

III. Framework implementation

30. The mission of ECA is to deliver ideas and actions for an empowered and transformed Africa, informed by the 2030 Agenda and Agenda 2063. In the light of the reforms to the United Nations development system, United Nations entities are expected to increase cooperation and collaboration and transform the overall operational culture. For ECA, this has both internal and external aspects:

(a) Enhancing cooperation among the thematic subprogrammes of ECA through joint planning and delivery, and between ECA headquarters and subregional offices;

(b) Promoting policy coherence in activities within each of the Commission's core functions (convening, think tank and operational), in recognition of the interconnected and interdependent nature of the challenges outlined in the medium-term programme framework;

(c) Developing strong relationships with the newly empowered resident coordinators and United Nations country teams, as well as with the regional and global arms of the United Nations Development Coordination Office;

(d) Bringing key cross-border and transboundary challenges to the attention of policymakers, institutions, the public and other stakeholders, and supporting collaborative responses in that regard.

31. ECA will continue to deliver support to member States through its core functions. The framework serves as a tool for orienting ECA products and services to achieve transformational change across the continent. The implementation of the Commission's programmes and activities will contribute to the specific outcomes that have been outlined in the framework. Each outcome will be pursued through a set of related policy-advisory, capacity-building and knowledge-production activities that will be planned and implemented in a strategic manner, thereby allowing for the identification of areas of complementarity.

A. Enhancing collaboration

32. The medium-term programme framework is part of the Commission's contribution to enhanced coordination among development actors to respond in a more coherent and effective manner. The five transformations provide the basis for building cooperative platforms that reach across sectors and identify key aspects of interdependency among policies and programmes. ECA will contribute to improved coordination and cooperation to achieve these transformations by:

(a) Conducting regional and subregional research and contributing its perspective to the common country analyses that are at the heart of the revised United Nations sustainable development cooperation frameworks;

(b) Providing input to the relevant cooperation framework result groups, especially with regard to significant regional and transboundary issues in Africa;

(c) Supporting the development of financial landscape analysis within the cooperation frameworks, and highlighting the key national financing challenges and opportunities for achieving the national Sustainable Development Goal targets;

(d) Incorporating ECA programming into the cooperation frameworks, including through joint or complementary products and services with other United Nations entities, within the framework of the Regional Collaborative Platform for Africa and the work of the opportunity/issue-based coalitions;

(e) Working with other United Nations entities to develop joint programming proposals, at the country or subregional level, using, for example, joint Sustainable Development Goal funding mechanisms.

B. Promoting transparency and accountability

33. Monitoring the results of the medium-term programme framework will provide evidence of the contribution of the Commission's various initiatives to higher-level outcomes at the country, subregional, and continental levels. The use of the Sustainable Development Goal indicators will facilitate the collection of

standardized data, the use of national statistical information (where this is Goal-aligned) and the integration of data gathered through activities under the cooperation frameworks mentioned above. ECA will also support the production and use of evidence from independent evaluations and the collection of information through robust results-based management systems, with a view to well-informed decision-making.

C. Financing

34. There are likely to be additional demands for ECA products and services in the next few years as countries seek support for their social and economic development in the post-pandemic era, and as the United Nations development system puts additional demands on the regional commissions. This may especially be true when it comes to regional and transboundary issues in Africa, where ECA may be expected to play a bigger role. In order to meet member States' expectations, ECA must ensure the effective delivery of services within available resources and explore innovative financial and non-financial partnerships and approaches.

35. ECA will need to demonstrate the added value of its services and make efficient use of existing resources, not least in the context of the challenging fiscal circumstances in many countries. Moreover, the long-term and interconnected efforts required to achieve the outcomes listed in the medium-term programme framework highlight the need to look beyond the financial aspect of partnerships to areas of complementary responsibility and expertise that can help to bring about sustained change. In working towards the achievement of those outcomes, ECA will seek to:

(a) Deepen and diversify the range of partnerships with traditional member State partners and emerging donors globally that seek to contribute to the continent's sustainable development, while working to improve the effectiveness and timeliness of programme delivery;

(b) Diversify the range of extrabudgetary funding sources, including multi-agency and joint funding sources, through close partnerships with continental and subregional organizations, financial institutions and multilateral funds;

(c) Engage and develop strategic partnerships with non-traditional actors, including academic institutions, non-governmental organizations and the private sector, to promote more effective and efficient service delivery.
