

UNITED NATIONS



NATIONS UNIES

AFRICAN INSTITUTE FOR ECONOMIC DEVELOPMENT AND PLANNING  
INSTITUT AFRICAIN DE DEVELOPPEMENT ECONOMIQUE ET DE PLANIFICATION

## **54<sup>th</sup> Meeting of the Governing Council**

5 February 2016

Addis-Ababa, Ethiopia

Item 4 of the draft agenda

**Report of the Director**

## **I. Introduction**

1. This report is presented to the members of the Governing Council of the African Institute for Economic Development and Planning (IDEP), during their 54<sup>th</sup> session, in line with the current practices and following their request to be regularly informed about the progress of the activities of the Institute. The report starts by setting out the scene, through a brief overview of the international agenda items, relevant to the focus of IDEP activities and the finalization of its 2016 – 2020 strategic plan. Following that is a presentation of the major events that took place in the Institute during the year 2015, mainly: the implementation of its programmes and activities, the mobilisation of financial resources, and the latest developments relating to its human resources and facilities. A third part summarises the report of IDEP activities during the 8<sup>th</sup> Joint Annual Meetings of the African Union Specialized Technical Committee on Finance, Monetary Affairs, Economic Planning and Integration and the ECA Conference of African Ministers of Finance, Planning and Economic Development (ECA), held in March 2015, in Addis Ababa, Ethiopia, (COM2015). The Conference is the main statutory body of the ECA, of which IDEP is a subsidiary body. The report ends with acknowledgments.

## **II. The year 2015**

2. 2015 was a critical turning point in the development process worldwide. Many momentous international meetings which had a direct impact on Africa's development took place. These meetings briefly presented as an introduction of this report as, in one way or another, IDEP will address them when defining its priority areas and designing its programme of work for the coming years. This will be achieved on the basis of an analysis of the main development challenges faced by the continent, to which IDEP can contribute in line with its mandate. As stated below, African countries participated in most of these meetings with carefully thought out common positions, which enabled them to better advocate for their priorities, constraints and expectations. The process leading to these common positions, as well as the agendas that resulted from it, can therefore be considered as an expression of their needs. Hence, it can guide the reflection on the strategic orientations of the Institute.

### **Agenda 2063: Africa's long term vision and agenda**

3. In Africa, 2015 started with the adoption of the Agenda 2063 by the Heads of State and of government of the African Union (AU), during the 24<sup>th</sup> Ordinary Session of the Summit of the African Union, held in Addis Ababa, from 30 to 31 January. Agenda 2063 is a 50 year strategic framework for the economic and social transformation of the continent. It is the outcome of a real consultation effort involving various stakeholders and integrates on-going or past African initiatives (pan-African, regional and national initiatives) for growth and sustainable development - among which the Lagos Action Plan, the Abuja Treaty, NEPAD, PIDA (Programme Infrastructure Development for Africa), CAADP (Comprehensive Africa Agriculture Development Programme), and seeks to accelerate their implementation at the national, regional or continent level. The implementation of Agenda 2063 starts with a 10 years operational plan, which definitely requires an innovative approach for the design and planning of public. IDEP will support African countries in this area.
4. Actually, the Institute has already started to build awareness among policy-makers, highlighting a major challenge namely the alignment of the objectives of Agenda 2063 with

the Sustainable Development Goals (SDGs) of the United Nations, in order to adopt a common approach for their implementation at the national level. Countries will have to integrate these objectives in their economic, social and environmental policies, and therefore in their development plans. The AUC and the UNECA are currently leading an in-depth reflexion in this context.

## **The sustainable development, the goal of the next 15 years**

5. Africa's mobilisation and significant progress towards the achievement of the Millennium Development Goals which were approved during the Millennium Summit in 2000, are undeniable. However, admittedly, there is still a lot to be done in many areas. The post-2015 Agenda, currently called Agenda 2030 for Development or Agenda 2030, was launched by world leaders, including African leaders during the United Nations General Assembly, in September 2015. Of course, through its 17 Sustainable Development Goals (SDG), the Agenda is a commitment for the next 15 years. However, this commitment should also be seen as a new opportunity to accelerate the development process in our countries. It will not only help them fill the gap that would have led them to a full implementation of the MDGs, but also achieve the objective of becoming emerging countries and join the group of middle-income countries, an objective that many countries have set for themselves.
6. In the light of the lessons learnt over the last 15 years, Africa has opted for a broad and inclusive bottom-up approach to the design process of its contribution to the SDGs. This resulted in the African Common Position<sup>1</sup> (ACP) which recognizes that current trends such as population growth, youth booming, urbanization, climate change, inequalities, and innovation capacity, are issues to be considered in the coming years. It reasserts the importance of giving priority to the structural transformation of the continent for a human-centred inclusive development. The launch of the ACP has been a milestone for the engagement of the African stakeholders, helping them to deepen their understanding of the negotiation progress and advocacy efforts. It also aimed at strengthening ownership of the ACP, while consolidating and taking advantage of the cooperation with non-African partners.
7. An outstanding effort of contextualisation has allowed Africa to defend the view that the adoption of a global agenda for sustainable development should allow for sufficient policy space to countries to set their own priority areas, as part of common, but differentiated responsibilities, hence the importance of having the African Sustainable Development Goals (A-SDGs)<sup>2</sup>.

## **Financing development: A challenge within the reach of African countries**

8. For some years now, the studies and analyses carried out on development issues by regional and international institutions – spearheaded by ECA, show that African countries should consider more innovative and ambitious approaches to financing their own development. Domestic resources mobilisation, fighting illegal financial flows, involving the private sector, private equity and more judicious use of Diaspora remittances, are among the many areas that deserve careful consideration. This was the foundation process of Africa preparation to, and participation in the third International Conference on Development

---

<sup>1</sup>The African Common Position (ACP) of the post-2015 Development Programme was launched on June 3, 2014 at the African Union Commission, in Addis Ababa, Ethiopia

<sup>2</sup> African Sustainable Development Goals

Funding, held on July 13 – 16 2015 in Addis Ababa, Ethiopia, the first of its kind to take place in Africa. It was important for the continent to seize this opportunity to value its views and advance its development agenda. The intergovernmental Conference preparatory process was launched on October 17, 2014 and followed by a series of important informal interactive hearings and sessions with the civil society and the private sector until March 2015. In tandem, the drafting sessions of the final document took place in January, April and June 2015. The African group worked relentlessly to present a common position at the Conference.

9. For its part, ECA starting to attract the attention of decision makers and experts on these issues as early as October 2014, with the 9th edition of the African Development Forum (ADF – 9)<sup>3</sup>, and in March 2015 during its Conference of Ministers<sup>4</sup> Meeting.
10. The scope of the Conference was defined in resolutions 68/204 and 68/279 of the General Assembly. It focused on:
  1. Assessing the progress made in the implementation of the Monterrey Consensus and the Doha Declaration and identifying obstacles and constraints encountered in the achievement of the goals and objectives agreed therein, as well as actions and initiatives to overcome these constraints;
  2. Addressing new and emerging issues, including in the context of the recent multilateral efforts to promote international development cooperation;
  3. Reinvigorating and strengthening the financing for development follow-up process.
11. IDEP contributed to reflections prior to, and after the Conference and notably organised meetings on issues such as domestic resources mobilization<sup>5</sup>, and tax regulation and policies<sup>6</sup>.

## **Rethinking the migration-development relationship**

12. Migration is now widely recognized as a major stake for development, particularly for Africa's development. With the current migration crisis around the Mediterranean Sea, the issue of migration and development has become more acute, even if in this context migration is only considered from the security stand point, in relation to irregular migration and refugee issues. It overshadows the fact that migration is a phenomenon that goes back to the dawn of time and that the impact of migrants on their countries of origin and their host countries has always been significant. It represents an asset for all the dimensions of development, be they economic, social, cultural, demographical, environmental, and even governance. This acknowledgement was reiterated during the Valetta European Union – Africa Summit in November 2015, even though the Summit was highly influenced by current events taking place, most of the time related to desperate situations with inflows of irregular migrants and refugees leading to tragic events every passing day.

---

<sup>3</sup>The Ninth African Development Forum on the theme: Innovative Financing for Africa's Transformation, from 12 to 16 October 2014, in Marrakesh (Morocco) <http://www.uneca.org/adfix>

<sup>4</sup>Eighth Joint Annual Meeting of the Technical Committee of the African Union specialized in finance, monetary affairs, economic planning and integration and the Conference of African Ministries of Finance, Planning and Economic Development of ECA, March 25 – 31, 2015, in Addis Ababa (Ethiopia). Main theme: " Implementing Agenda 2063: Planning, mobilizing and financing for development"

<sup>5</sup> in collaboration with the Capacity Development Division (CDD), organization of a high-level discussion on "Domestic Resources Mobilization" from 24 to 25 February 2015, in Somone (Senegal).

<sup>6</sup> in collaboration with the NEPAD Agency, organization of a high level Regional Dialogue on "tax regulation in extractive industries" from 9 to 11 September 2015, in Dakar (Senegal).

13. And yet, migration which presents today numerous and complex components, should become an integral part of the development agenda, where all the stakeholders can find an interest. The 2013 high-level United Nations panel has fostered the integration of migration issues in development policies. More recently, in September 2015, a decisive milestone was reached with the Goal 10 of SDGs entitled "Reducing inequalities within and among countries" which recognized that working to "Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies" is capital in reducing this increasing gap. Actually, even the Valetta Declaration and Action plan went far beyond the sole security aspect and dealt with migration through its various components.
14. Migration is one of priority issues addressed by IDEP through its capacity building and training programmes. During the last four months, many activities have been undertaken in this context, including:
  - A workshop on the strengthening, collection and use of migration data, noting that without up-to-date, reliable and accessible data for all actors, no relevant analysis can be made and no wise decision can be taken;
  - A Round Table on Diaspora contribution to the development programmes in their countries of origin;
  - A seminar on a better embodiment of migration issues in national and local planning, with a sharp focus on policy coherence with the sharing out of roles and interventions of relevant institutions.

### **Trade, the new driver of Africa's development**

15. In 2015, two major events contributed to deepening the reflection on the - not yet fully tapped, role of trade in accelerating development and integration in Africa: the official launch of the negotiations for the Continental Free Trade Area in Africa (CFTA) in June in Johannesburg (South Africa); and the 10th Inter-ministerial Conference of the World Trade Organization (WTO), held in December, in Nairobi (Kenya).
16. The CFTA is to be established in 2017, preceded by a period of intense negotiations which should be as effective and targeted as possible as the approaches and progress made so far towards it varies from one region to another throughout the continent. Indeed, the tripartite agreements reached by the eastern and southern regions have significantly furthered the process, but the same does not yet apply for other regions. In order to contribute to the overall objective, which is to help African countries to be at the same level of preparedness by 2017, IDEP has decided to support its member States through relevant trainings, adapted to the unique situations.
17. The 10th Inter-ministerial Conference of the WTO was awaited with great interest -as it was held in Africa – but also with caution given the mixed outcomes of previous meetings, in particular those relating to developing countries challenges and the conclusion of the Doha Round. The "Nairobi Package" could be considered as a bearer of good news for the African countries. Its series of ministerial decisions, particularly those related to agriculture, cotton and new technologies, as well as those concerning the service sector in the Least Developed Countries (LDCs), should foster a more vibrant trade sector in Africa.

18. In addition to “traditional” training sessions proposed in the framework of the promotion of trade as a key sector for Africa’s development and transformation, IDEP, in association with the ECA CDD<sup>7</sup> initiated a new cycle of workshops in capacity building on negotiation, with a sharp focus on multilateral, intra-African and international negotiations, as well as trade-related regional cooperation. This trend should continue in 2016 – 2017.

### **The climate issue: turning a threat into opportunities**

19. During 2015, African countries were occupied, and sometimes preoccupied with climate issues, as they were preparing for the 21st Conference of Parties (COP21), held in Paris in December. This was reflected in their mobilization and broad participation in the Conference. At face value, one could have argued that African countries would not take part fully in the discussions that were central to the Paris agenda, as the continent is a low contributor to greenhouse gas emissions, given that its industrialization is still in its infancy. Some apprehensions were raised in anticipation of agreements that would not take into consideration the differentiated nature of measures to be implemented. However, it is important to recognise that the emphasis put on these issues at the global level created a real momentum, an opportunity to seize to redirect our transformative agenda towards a green growth. New investment efforts could be geared towards cleaner industries, allowing a transition towards a green economy that can create new job opportunities, especially for better trained youth. The introduction at a greater scale of renewable energies, which development is unquestionable, will contribute to rethinking the energy mix and mitigate the vulnerability of economies that highly depend on the export of hydrocarbon products. With the development of the green agriculture and the agribusiness, significant progress can be made to ensure food security.. Finally, although available funds are still far below the announced amounts, emerging climate related financing sources and mechanisms are an opportunity to include in the implementation of SDGs solutions to environmental challenges, such as combatting desertification and deforestation, improved management of natural and coastal resources, land use planning and management.
20. IDEP has already worked on these challenges and will continue to do so, in close consultation with the African Climate Policy Centre (ACPC)<sup>8</sup> and ECA Land Policy Initiative (LPI<sup>9</sup>).

### **IDEP at the heart of change**

21. As a conclusion, this brief overview of the year 2015 shows that the main priorities of the continent have been, overall, clearly expressed in the processes described above. Most of them have identified a real need for building or strengthening individual as well as institutional capacities. It is on the basis of this analysis that IDEP worked throughout the whole of the year 2015 and will keep on working in the coming years. This demonstrates the consistency of the programmatic choices of the Institute and their alignment with the expectations of African countries.
22. According to the IDEP statutes, the Technical Advisory Committee (TAC) is “responsible for giving technical advice with regard to the design of the training and related programmes and activities of the Institute. It shall do so with an eye to quality, relevance, timeliness, impact

---

<sup>7</sup> Capacity Development Division of the ECA

<sup>8</sup> <http://www.uneca.org/fr/acpc>

<sup>9</sup> Land Policy Initiative, LPI, <http://www.uneca.org/lpi>

and sustainability. to provide technical advice on the designing of training programmes and other activities on the basis of criteria related to quality, relevance, timeliness, impact and sustainability” .The TAC held two meetings during the biennium, the first one in early 2014, and the second one on February 4, 2015, in Casablanca (Morocco), followed by extended strategic session held on February 6, 2015. During the session guests joined the members of the TAC in order to reflect on the implementation of the major programmes of the 2010 – 2015 strategic plan (which was coming to an end), while building on its main achievements as well as the lessons learnt from the difficulties encountered. The meeting resulted in conclusions on the strategic pillars and the major focuses of the next 2016 – 2020 IDEP strategic plan (see Annex 1). The main recommendation made was that “IDEP should direct its efforts on strengthening outcomes and adding value by putting a sharp focus on high impact programmes, relevant to the changing context and problems facing the continent”.

23. It is however noteworthy that the priorities of the continent are not limited to the areas referred to above, which complete the African development agenda, as expressed, for instance in the African Mining Vision, the climate change, the fight against illicit financial flows.

The programme of the Institute will include the numerous challenges relating to social development, youth employment, agricultural development and progress towards the green economy, harnessing technology and innovation, infrastructure, energy, and governance.

A TAC meeting will be organized during the first semester of 2016, during which the new management of IDEP will consult with the TAC members in order to finalize the 2016 – 2020 strategic framework proposal.

### III. 2015 at IDEP

#### A broad range of programmes

24. The year 2015 was a transition and transformation year in the management of IDEP, with three periods: (i) the previous management, from January to April, (ii) the interim management, from May to mid-August, and (iii) the new management since mid-August. Inevitably, this has had implications on the way work was carried out and on the Institute’s programme implementation. Transition notwithstanding, the Institute worked tirelessly to maximise its performance and was able to reach a 92 % implementation rate. A transitional adaptation period has been necessary, with all it entails in terms of all forms of change management and the establishment of a new business model.

#### **Short courses**

25. 24 short courses were been organized in 2015, including 20 core courses and 4 tailor-made ones, and a total of 48 courses for the period 2014 – 2015. A total number of 589 trainees benefitted from the courses, with participation from 48 different countries (51 in 2014 and 49 in 2013) and including 34 % of women (31 % in 2014 and 32 % in 2013). The total increased, when compared with 2014 (519), but decreased in comparison with the record of year 2013 (758). The courses covered all of the regular IDEP topics. They also addressed new areas considered as priorities, such as the development of transport infrastructure, domestic resources mobilization, trade policy modelling and the establishment of the Continental Free Trade Area. In this context for example, in partnership with the Macroeconomic and Financial Management Institute (MEFMI), IDEP trained southern and eastern Africa central banks and customs administration staffs, as part of their involvement in the tripartite COMESA /EAC/ SADC Free Trade Area.

26. It is also noteworthy that:

- Two courses in the Arabic language were offered in Cairo in 2014 and 2015, with the invaluable support of the Institute for National Planning (INP) of Egypt, in accordance with the implementation plan of the Memorandum of Understanding signed between the two parties (see Annex 2). The courses dealt with the basics of planning.
- A total of 13 courses out of 24 were organized in Dakar and 11 in other cities on the continent.

Thus, by introducing training courses adapted to Arabic speaking trainees and decentralizing some courses, IDEP followed one of the recommendations made by the members of the Governing Council, which was to widen the range of the beneficiaries of its training and to balance the geographic representation.

### ***Launch of the Master's programme***

27. After several months of consultation, the Master degree course jointly organized by IDEP and the University of Johannesburg has been launched. The call for proposals for a 24 months session starting in February 2016 was issued at the end of 2015. The Master programme focuses on industrial policy, as a component of the continent's transformation, a key development issue for Africa. Out of the 50 applications received, IDEP will provide financial support to 10 selected students.. Despite the fact that the master courses are taught in English, it is encouraging to note that applications emanated from the 5 regions: Southern Africa: 12, Central Africa: 4, East Africa: 18, West Africa: 13, From North Africa: 3. In an effort to strike a balance among regions, the 10 selected sponsorships are distributed as follows: Southern Africa: 3; Central Africa 2; East Africa: 1; West Africa: 3; and, North Africa: 1.

28. The launch of this master degree programme will permit the revival of the tradition that contributed to IDEP's renown development planning reputation. With the new approach adopted, the programme will no longer take place at the headquarters of the Institute, rather it will be carried out in close collaboration with training institutes recognized in their respective areas, which will help strengthening IDEP's visibility, while involving a broader network of African competencies.

29. As regards the cooperation with the INP of Egypt, discussions have already taken place on the design of the programme. The transitional period in IDEP management has slightly slowed down the process though this will resume shortly in the course of the first semester of 2016, so that IDEP and INP can jointly set out the modalities of the programme implementation.

### ***Research activities***

30. A series of high level dialogues and seven Monthly Development Seminars (MDS) were organized during 2015. They addressed, at a high level, some of the most pressing development issues and led to clear recommendations regarding the countries capacity development needs. They offered an opportunity to consider new areas such as migration (addressed through various components: data<sup>10</sup>, planning<sup>11</sup>, diaspora contributions to

---

<sup>10</sup> Round table on mobilization of Diaspora contribution to development: developing policies and measuring progress, September 2015, Dakar (Senegal)

<sup>11</sup> Unlock migration potential to serve development: better integration to national and local planning through improved coherence of policies and institutions, October 2015, Dakar (Senegal).

development<sup>12)</sup> or the fight against corruption<sup>13</sup>. The presentations made during these meetings, respondents reactions, and the debates with the participants brought interesting perspectives on how to grasp new issues deemed priority areas for development, and will lead to improvements in the approaches and content of the training programme. In this regard, 2016 will start with a reflection on the theme “Sustainable Development Agenda 2030: which challenges and way forward for national planning?” which will be a kind of background setting, to guide some of the activities to be undertaken during 2016. The IDEP fellowship will also resume in 2016.

### **The Library: a resource centre**

31. The library has always played a central role in the dissemination of knowledge, through its documentation support to training, research and dialogue activities on development policies and planning. Therefore, the services it provides to trainees, participants of IDEP meetings, guests and staff, should be adapted to the new requirements of the access to information and learning sources. In close collaboration with the ECA library, IDEP initiated a revamping process of the services of its library starting 2015, based on a detailed analysis of the current situation and drawing up a feasibility study for the improvement of its resource centre. Among the areas of focus of this restructuring: the development of the remotely accessible collection, which includes the digitization of existing material, the management of IDEP publications, on the basis of the knowledge referential of ECA head office, the setting up or the participation in existing communities of practice and knowledge networks on the main areas of intervention of IDEP, the management of the archives and reorganisation of the physical space for an easier access and a better conservation of the very rich documentary heritage. The heads of the two libraries will prepare a work plan for the coming months and submit it to the management in the course of the first quarter of 2016.

### **Gender issues**

32. IDEP is totally in line with the United Nations initiative for gender equality and the integration of gender issues in its programmes and operations. Thus, it has made a particular effort over the recent years to set up mechanisms to foster women participation in the development process of African countries, namely through their participation in its programmes, particularly in short courses. Very explicit clauses have been included in the short courses as well as the Masters programme application forms. When selecting candidates, a particular attention is paid to women applications, and also during the final evaluation of the courses, the analysis takes into account the rate of women who attended the training session. This effort continued during the 2014 – 2015 biennium, during which the participation rate reached 31 % in 2014 and 34 % in 2015.
33. However, it is important to underscore the fact that there is an objective limitation to women participation, because of the low number of women working in African civil services, coupled with the fact that - due to obvious reasons, women are less keen than their male colleagues to leave their home for long periods of time. In this connection, the e-learning programme could be a real opportunity to overcome this situation and allow more women to follow IDEP courses. Therefore, the Institute will pay a particular attention to this issue.

---

<sup>12</sup> Round table IDEP – OIMP on “Supporting voluntary return and reintegration of migrants in Senegal: best practices and way forward”, December 2015, Dakar (Senegal)

<sup>13</sup> African Businesses, Structural Transformation and Good Governance: What solutions with regard to new requirements for transparency and integrity – in partnership with UNISEN (National Union of Engineer Organization of Senegal)

34. Gender issues are also taken into consideration in the substantive activities of the Institute. In August 2015, a tailored course was organized in Kigali, with the University of Rwanda and the ministry in charge of gender and family promotion, on gender responsive economic policies management, including a training of trainers session.

## **E-learning**

35. As indicated in the report of the 53th session of IDEP Governing Council, ECA committed itself to support the implementation of the e-learning programme. A first concrete step was to appoint an ECA senior official (P5 level) to set up and manage the programme and provided financial support.

The e-learning concept is seen here in the broad sense of the term, ranging from the basic access to digital knowledge elements, available to users through the Institute's website, to the access to structured interactive learning systems including modules for the evaluation and leading to the awarding of diplomas, in line with the current practice for the residential training. A call for proposals has been issued to contract an international consultant in education engineering. This is aimed at assessing the existing methods of capacity building delivery, as regards their relevance, the quality of their organization and their effectiveness. The conclusions of the study will help the institution in the planning of its e-learning platform project, to improve the quality of its delivery and maximize the number of administration officials from member States who receive training.

The deliverables will be a modelling of the various steps for the integration of an e-learning component (from the idea, the design, the launching, the implementation, to the monitoring and evaluation) for each of IDEP capacity building and training products. The consultant will also deliver an implementation plan adapted to the African context, which maximizes the possibility to reach many candidates in the African continent, taking into account the difficulty to access communication services and the generally low bandwidth. The consultant will also provide IDEP with a work schedule and an assessment of resources needed to carry out the project.

36. Meanwhile, a partnership project with UNITAR was launched with the support of the ECA RITD<sup>14</sup> division, to develop an on-line course on "Industrialization through trade" developed on the basis of the 2015 Economic Report of Africa. The course will be offered in two sessions of six weeks each, to an expected total of 250 students. Moreover, a mission to UNITAR is planned in the first quarter of 2016 with the objective of determining the possibilities of cooperation between these institutions, in the area of on-line course delivery.

## **Evaluation of IDEP activities**

37. IDEP's responsiveness, timely and relevant reaction, effectiveness and uniqueness in addressing the capacity building needs of African public administrations should go beyond claiming and should be demonstrated. By their very nature, IDEP's activities should be accompanied with a monitoring and evaluation system, which will facilitate not only the analysis of the contributions that proposed trainings may have on countries' development processes, but also the improvement of the quality of the Institute's services and products, for an ever better judicious targeting. In order to give a greater visibility to its work, IDEP has integrated the monitoring and evaluation system set up by ECA, as part of its performance monitoring dashboard, which is articulated around four components: influence, credibility, accountability and effectiveness.

---

<sup>14</sup> Regional Integration and Trade Division

38. The evaluation can take various forms including: internally-developed forms, formal and informal feedback requests, analysis of spontaneous responses from trainees and partners, as well as surveys. The main objective now is to institutionalize and systematize it through the setting up of a mechanism that is more fine-tuned and better integrated to activities themselves, by improving the data collection system and the analysis of responses obtained, and above all by strengthening the resources dedicated to it.
39. In the current configuration, the main evaluation is undertaken through the questionnaires handed out to trainees during the short courses, for them to make an "on-the-spot" evaluation of the session they attended. The latest evaluations undertaken showed that over 80 % of participants found the courses particularly appropriate to their duties and do meet their expectations. They stated that the training strengthened their individual capacity and would certainly translate into improved institutional capacity for their country. Indeed, they indicated their intention to share with their colleagues the knowledge acquired and pledged to make recommendations to their ministers and general secretaries in their respective departments, with the view to improving economic policies management (analysis, formulation; implementation, monitoring and evaluation).
40. Responsiveness is another way to evaluate IDEP work. Thus, the increase in the number of short courses applications (for instance over 200 for the course organized in September 2015 on Domestic Resources Mobilization or for the course on Planning, organized in partnership with the INP of Egypt in December 2015), the high number of participants in the MDSs held at the head office of the Institute, applications received for the IDEP/UJ Master degree programme, are all indicators showing that IDEP credibility is significantly improving.
41. The results achieved and the high increase of the demand is attributable to IDEP staff and leadership, the steady support of ECA leadership, the role of course directors, resource persons, distinguished speakers who contribute to the success of the Institute, as well as the collaboration with the various partners. It is therefore absolutely essential to support the Institute work to fulfil the expectations of our member states.

### **UMOJA, a new management system**

42. The United Nations Secretariat has decided to migrate its administrative services to a new Enterprise Resource Planning (ERP), UMOJA, in order to streamline and harmonize its operations and make them more efficient. With UMOJA, the Secretariat of the United Nations addresses administrative services in a different way, in terms of management procedures (business process) and IT solutions as well as for resource optimization. ECA head office in Addis Ababa and its five sub-regional offices were part of the cluster 4, which started the activities under UMOJA, on November 8, 2015. As a ECA subsidiary body, IDEP will also use this system, in compliance with its statutes (Article III, point 2).  
A high-level mission conducted by the Deputy Executive Secretary, in charge of Knowledge Delivery, was organized from 28 September to 2 October 2015. The delegation included representatives of sections in charge of finance, human resources, infrastructure management and procurement. The objective of the mission was to get accurate information about IDEP administrative management and to determine in consultation with the management of the Institute, ways to migrate successfully to UMOJA, which should be done in 2016. A roadmap developed by IDEP, explaining in detail actions to be undertaken, is being discussed with the various ECA stakeholders.

Two Institute's officials have followed intensive trainings on UMOJA between September and October 2015; an awareness-raising and training session has been organized for the whole staff.

### **Strengthening the human capital**

43. IDEP main asset is its human capital. Strengthening it will allow the Institute improve its performance and delivery, in line with its new programme orientation and the development of the e-learning programme.
44. A training cycle has been launched, in order build the internal capacities. It started with an awareness-raising/training session on the implementation of the UMOJA system offered to all staff by the two staff who participated in the ECA in depth training. A two days training, with plenary and one to one sessions, was facilitated by the United Nations Ethics Office. It allowed staff to jointly progress towards a common understanding of the meaning of "being a United Nations staff member" and provided clear answers on the staff behaviour, rights and responsibilities, and thus provided an opportunity to clear up certain misunderstandings.
45. Strengthening IDEP human resources requires also a reorganisation - in progress - based on the following considerations:
  - The establishment of a unit in charge of the knowledge management and the e-learning, with more sophisticated and up to date ICT services, an efficient platform accessible to an increasing number of trainees, and a more dynamic library;
  - The need to reinforce the training component, to improve the capacity of the team and address the training expectations relating planning and policy development in support of Agenda 2063 and 2030;
  - The need to consolidate the research activity with the recruitment of its coordinator as well as programme support staff;
  - As IDEP plans to further develop the evaluation of its impact, influence and credibility, particular attention will be paid to its communication as well as monitoring and evaluation activities;
  - Finally, the move to UMOJA requires a clear distribution of administrative roles and responsibilities hence the creation of a procurement function.
46. Adequate resources should therefore be mobilised for the earliest possible realisation of this reorganisation and hence allow IDEP to play its role under the best possible conditions.

### **Resource mobilisation**

47. As indicated above, IDEP activities are expanding, as a result of the high demand from the member States and the increasing need for capacity building for an appropriate support in the implementation of African Agenda 2063 and the Sustainable Development Goals of Agenda 2030. The implementation of IDEP activities requires a stronger effort for the mobilization of financial resources, for namely:
  - The implementation of the e-learning programme and the revamping of the library
  - The adequate response to specific requests more and more frequently formulated at the highest level by our countries;
  - the reorganisation of the human resources and the recruitment of staff for the functions newly identified;

48. To properly address these requirements, a resource mobilization programme will be launched soon, including:
- An invitation to member States to express their support to IDEP work through a more regular payment of their contribution and the settlement of their arrears, which in total amounts to USD16,802,328. The role of the members of the Governing Council here is essential in increasing the awareness in their own countries, but also with their peers in other African countries;
  - An appeal for strategic partnerships with donors. A first proposal is being discussed with BADEA. Others will follow in 2016;
  - A more systematic support from ECA, with the integration of the “capacity building and training” component, in all fund mobilization projects, both with its traditional partners and in the new initiatives.

### **Infrastructure development**

49. The new programme orientations of IDEP, notably the e-learning programme and the revamping of the library, should be supported by efficient state of the art ICT services. IDEP has started upgrading its infrastructure with the view to increasing its performance and achieving harmonisation with the ICT environment of ECA headquarters and five sub-regional offices. This was done through:
- The deployment of a new telephony system, allowing more direct connection with the other six sites of the ECA. IDEP staff have been trained on how to use the system;
  - The upgrading of the local network, to ensure full compatibility. An extension of the cabling of the building was required;
  - The upgrading of the access to the WIFI network, to improve the accessibility throughout the building.
50. A decisive step has been reached with this new configuration as, beyond its intrinsic performances, it allows a better utilisation of the resources. Other equipment and ICT services need to be installed in order to provide the physical and software infrastructure essential to the delivery of IDEP new activities.
51. Regarding infrastructure, IDEP has also improved the signage of its premises during 2015 in order to ensure a smoother and safer movement of staff and visitors. This was part of the implementation of a series of recommendations made during an evaluation mission of an ECA security team (end of 2013). IDEP local security team established a set of procedures and an implementation plan which became effective in 2015, following a first funds allotment. More progress will be made in 2016.
- In addition, contacts have been made with the Senegalese authorities regarding their contribution, as a host country, to the maintenance of the building and the security of the access. They were followed by the visit of a technical team and an exchange of correspondence. A response to IDEP’s requests is anticipated in 2016.

Finally it is critical to note that IDEP premises are aging and require regular maintenance.

## IV. IDEP at COM 2015

52. The Eighth Joint Annual Meeting of the Technical Committee of the African Union specialized in finance, monetary affairs, economic planning and integration and of the Conference of African Ministries of Finance, Planning and Economic Development of ECA, was held in March 25 – 31, 2015, in Addis , Ethiopia. The major theme developed was “implementation of the AU 2063 programme, planning, resource mobilization and development financing”.
53. The progress report on the work of the African Institute for Economic Development and Planning for the period from March 2014 to March 2015 highlighted the successful efforts by the Institute to build on its record of the preceding five years with regard to the number and diversity of its courses and the candidates admitted to those courses. The decentralized delivery of the Institute’s programmes, which had begun in 2010, had been carried forward in 2014 and the range of its institutional partners had been enlarged in keeping with the strategy of ensuring local presence, visibility and impact across different parts of the African continent. In all, 37 short courses had been organized by the Institute in 2014; drawing a total of nearly 800 participants from 51 member States spread across the five subregions of the African continent. The short courses which the Institute had dispensed in 2014 had included a policy research, fellowship and dialogue portfolio within its overall pedagogical approach. The Institute’s portfolio of postgraduate training courses had also been expanded to include new master’s degree programmes in development planning, industrial policy and trade policy. The spirit of innovation and outreach that partly underpinned the Institute’s 2010–2015 strategic plan had been carried further in different ways, including the hosting for the first time in the Institute’s history of a short course in Arabic, in Cairo, in December 2014. In spite of the challenges which it faced, not least of which was the outbreak of the Ebola virus and a shortfall in the flow of extra-budgetary resources, the Institute had been able to meet its key programme objectives for 2014, posting a 100 per cent record of programme implementation. The ministerial declaration which concluded the work as well as the resolutions adopted, have focused on the importance of planning, as indicated below:

*“We are aware that African countries have had varying experiences with development planning, but successes in other regions show that inclusive, well-articulated and well-resourced development plans play a critical role in spurring structural transformation. We therefore commit ourselves to improving planning processes in our countries by strengthening institutional and human capacities at various levels.”*

*928 (XLVIII). Implementing Agenda 2063: planning, mobilizing and financing for development*

*ECA should support member States in their effort aiming at aligning their national development plans to AU Agenda 2063 and organize seminars in various African countries on the integration of Agenda 2063 in national frameworks;*

*932 (XLVIII) African social development index*

*Encourages all member States to adopt the African Social Development Index and mainstream it into their national development plans, and to acknowledge the need to address human exclusion as a condition for progress towards inclusive development; Urges all stakeholders, including development partners, academic institutions and civil society organizations, to support African Governments in rolling out the African Social Development Index and in building national capacities to use the tool as a monitoring and policy instrument throughout the continent;*

54. This recognition of the role of planning and capacity building in accelerating the continent transformation as well as in preparing for the implementation of Agenda 2063 backs up IDEP

in its choices and strategic orientations. IDEP worked on this basis during 2015, as it was developed in the previous paragraphs and it will keep doing so, in the coming years.

## **V. Outlook for 2016**

55. 2015 has been for Africa and IDEP a year of change. Stimulant orientations have been approved in the context of a number of international and African agenda in various priority sectors relevant to the development. They will guide the design the public policies and planning that will support their implementation in the coming years. The central role of planning has been further reconfirmed by ECA Conference of Ministers that called the Commission to continue supporting its member states in this area, in view of the achievement of Agenda 2063 and 2030. Support to capacity building and training will be through IDEP, in due consultation with all concerned stakeholders, be they internal to ECA, or with other partners.

Now that the strategic framework has been defined, globally and in Africa, time has come for a contextualised action in 2016, to translate these agenda into national, sub-regional and regional objectives.

IDEP will therefore reorganise itself in order to adapt its offer to a changing environment and - as previously the case - pursue its support to its member states in setting up training programmes in full compliance with the requirements of their transformative agenda.

## **VI. Note of thanks**

56. Finally, I would like to express my sincere thanks to the members of the Governing Council for having endorsed ECA Executive secretary recommendation to appoint me as Director of IDEP, as well as Mr Carlos Lopes, the United Nations Under Secretary General and Executive Secretary of the ECA for having entrusted me with this mission.

I feel honoured by their confidence and assure them that, together with my team, I'll do my utmost to succeed.

Last, and not least, I would like to pay a great tribute to my predecessor, Professor Adebayo Olukoshi, for the remarkable work he accomplished as Director of IDEP.