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### **Management and Financial reports for 2014-2015**



# 2014 Management Report

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## ABBREVIATIONS AND ACRONYMS

ADPC	African Diaspora Policy Centre
AEC	African Economic Community
AfDB	African Development Bank
AIDA	Accelerated Industrial Development of Africa
ATPC	African Trade Policy Centre
AUC	African Union Commission
BADEA	Arab Bank for Economic Development in Africa
BLDS	British Library for Development Studies
CDD	Capacity Development Division
CFTA	Continental Free Trade Area
COMESA	Common Market for Eastern and Southern Africa
CSO	Civil Society Organizations
ECA	Economic Commission for Africa
ECOWAS	Economic Community of West African States
EIFL	Electronic Information for Libraries Consortium
FIAPP	International and Ibero-American Foundation for Administration and Public Policies
GRB	Gender Responsive Budgeting
ICADLA	International Conference of African Digital Libraries and Archives
IDEP	African Institute for Economic Development and Planning
IDS	IDEP Document Server
IFLA	Federation of Library Associations and Institutions
IGAD	Intergovernmental Authority on Development
INP	Institute of National Planning
LPI	Land Policy Initiative
MDGs	Millennium Development Goals
MORSS	Minimum Operational Residential Security Standards
MOSS	Minimum Operating Security Standards
MPD	Macroeconomic Policy Division
OSIWA	Open Society in West Africa
RITD	Regional Integration and Trade Division
SROs	Sub-Regional Offices
ToT	Training of Trainers
UCAD	University of Cheikh Anta Diop
UJ	University of Johannesburg
UNDP	United Nations Development Programme
UNISA	University of South Africa
WTO	World Trade Organisation

## I. INTRODUCTION

### Background

1. Coming off the most successful year for the Institute, 2014 turned out to be a productive but yet a challenging year owing to the Ebola epidemic that affected most of the Western Africa region and also due to limited extra-budgetary resources available to the Institute over the year. The Ebola outbreak had a direct impact on the delivery of tailor-made courses which could not be undertaken because members States that requested these specialized training were directly affected, whilst travel restrictions were imposed by most member States in the continent. Nevertheless, IDEP was able to still successfully deliver 24 regular short courses, which is at par with 2013.
2. In a bid to reduce the impact of the limited XB resources, IDEP invested significantly into deepened cost-sharing partnerships, most notably with COMESA and MEFMI, for the delivery of specialized courses. Steps were taken towards the realization of IDEP's revamped Master's Degree Programmes, with all groundwork completed for the launch of two (2) programmes in 2015, in collaboration with the University of Johannesburg (UJ), South Africa and the Institute of National Planning (INP), Egypt. The Institute further took steps to respond to the evolving needs of its member States by holding three curriculum development workshops, out of which curricula for six (6) new courses were developed. These new courses are slated for delivery in the 2015-programming year. With the aim of improving the application process and in line with the 'zero-paper' initiative launched by management, a new online application processing system was developed and deployed by the Institute (Beta).
3. For the first time in the history of the Institute, a short course on *Fundamentals in Development Planning* was delivered in Arabic, in partnership with the Institute for National Planning (INP) in Cairo, Egypt. The course marked an achievement in the Institute's strategic sub-goal of delivering courses in the major languages spoken on the continent.
4. The first meeting of the constituted Technical Advisory Committee of the Governing Council of the Institute was held in Dakar, Senegal. The committee's advisory role to both the management of the Institute and the Governing Council will go a long way in ensuring the relevance of the Institute's offerings to member States on its quest to becoming the apex African Institution offering specialised and advanced training and related opportunities to mid-career and senior officials on the continent.

Figure 1: 2014 at a Glance



### Objective and Organisation of the Report

5. The IDEP 2014 Management Report presents the main achievements registered by the Institute during the programme year. The report is organized into seven (7) sections. Following **Section I** which provides the background and objective of the report, **Section II** presents the Training Programmes implemented by IDEP. These include the courses organized solely by the Institute, core courses funded by ECA, collaborative courses undertaken with various Divisions of the ECA and other partners, and tailor-made demand-driven courses requested by member States. **Section III** focuses on the Research Support and Policy Dialogue activities of the Institute for the development of policy knowledge through the monthly development seminars, policy dialogue activities and fellowship programmes. **Section IV** presents the activities of the Library and Documentation section in supporting training, research and policy dialogue activities, and **Section V** highlights the role of the Communication Unit in the dissemination of development knowledge to enhance the visibility of the Institute. **Section VI** outlines the work of the IT Unit in supporting the activities of IDEP and **section VII** presents the administrative, financial, personnel and logistical support provided by the Administration Division.

## II. TRAINING PROGRAMME

### Objectives and Expected Outputs

6. The objective of the Training Division is to address critical shortages of policy skills in a range of thematic areas reflecting the priorities of the African continent. Key training and capacity development activities in 2014 included: (1) provision of short advanced specialist training courses, (2) training-of-trainers courses, (3) needs assessment and/or review of training requests to develop tailor-made courses through engagement with member States and key partners (4) curriculum development for new courses and (5) development of postgraduate programmes.

**Figure 2: Highlight of Key Training & Capacity Development Activities in 2014**



7. The target participants in the courses offered at the Institute are mainly mid-level to senior officials drawn from relevant ministries and departments in Africa to strengthen their knowledge and skills in economic management and development planning. Training remains the most significant part of IDEP’s activities with over two-thirds of the budget allocated to capacity building.

## Overall Outputs from Short term courses

8. 2014 saw the same number of regular courses (24) delivered as in the previous year (2013) benefitting 519 officials, 31 per cent of which (161) were female. With gender equality being a key performance indicator, IDEP continues to encourage member-States and targeted ministries and departments to nominate more qualified females to courses where the representation of women are generally low. Despite the impact of the Ebola crisis in the second half of the year, IDEP succeeded in achieving its course delivery objectives by decentralizing more courses than initially planned at the latter part of the year.
9. In further comparison to 2013 where thirteen (13) tailor-made courses were organized, benefitting 278 officials, there were none conducted in 2014. However, there were over ten requests for tailor-made courses in 2014 but due to the Ebola outbreak in the region funding uncertainty was introduced, which in turn affected the implementation of these programmes. Additionally, there were travel restrictions imposed by many countries. For the last quarter of 2014, Table 1 shows the number of short courses delivered and the number of officials trained respectively from 2009-2014. See Appendix 1 for a detailed list of short courses offered in 2014.

**Table 1: Course Delivery (2009 – 2014)**

Year	Total Numbers of Short Courses		Total Numbers of Officials		Percentage of Women
	Regular	Tailor-Made	Regular	Tailor-Made	
2014	24	.*	519	-	31%
2013	24	13	521	237	32%
2012	13	5	314	96	37%
2011	19	-	406	-	34%
2010	12	-	252	-	42%
2009	8	2	144	10	40%

\*Number of requests made but problems of Ebola and funding affected implementation

10. In 2014, 1809 applications/nominations were submitted which is slight reduction from the 1820 applications/nominations received in 2013. To improve the diversification of applicants, additional channels were explored in 2014 for course announcements by targeting ECA sub-regional offices (SROs), embassies of member States based in Dakar and Addis Ababa. This process will be intensified in 2015, along with exploring the use of social media to achieve increased reach beyond traditional channels.

11. The admission rate, a ratio of the number of applications received to the number of admitted candidates, is 29 per cent on average but varies from 22 per cent in Central Africa to 42 per cent in Northern Africa in 2014 (see Table 2).

**Table 2: 2014 Admission Rates (By Region)**

Region	Number of applicants	Number of Admitted Candidates	Admission Rate
Southern Africa	274	95	35%
Central Africa	259	58	22%
Eastern Africa	362	130	36%
Western Africa	795	186	23%
Northern Africa	119	50	42%
<b>Overall</b>	<b>1809</b>	<b>519</b>	<b>29%</b>

12. Appendix 1 provides a breakdown of total applications by gender. The admission rate for women is 29 per cent compared to 28 per cent for men. The increase in the number of applications for short courses over the years is a reflection of the rising demand for capacity development in key thematic areas and the relevance of IDEP's portfolio of short courses to its member States. In light of the increase in demand for course offerings, the Institute continues to explore more ways to further diversify its training programmes to cater for a wide range of specialisations central to development planning, and thereby respond to the challenges, opportunities and changing needs of policy officials.
13. Quality assurance remains a crucial component in course delivery at the Institute and is integrated into the selection process through to post-training follow-ups. Course Directors continue to be engaged throughout the course delivery process at IDEP i.e. the selection of officials, the course delivery, assessments and grading of assignments – ensuring the maintenance of high standards.
14. The selection process is rigorously carried out by the Selection Committee including partner institutions and Course Directors. The Committee scrutinises all applications for eligibility and prepare a Report of the shortlisted candidates which is submitted to the Director for approval.
15. The role of the Course Directors is crucial in the delivery of all courses through co-ordination of the inputs of resource persons and to ensure that appropriate pedagogical approaches are deployed to capture best practices, to encourage interactive exchanges with participants, and to facilitate discussion and debate amongst policy officials.

16. The Institute continues to build on an assessment system to promote peer learning. As a result, increased emphasis is placed on determining how to achieve the learning outcomes in the new and revised courses using assignment briefs and assessment matrices designed to ensure that the expected skills and knowledge at the end of each course are acquired.
17. The grading system encourages participation and application of the knowledge acquired with various certificates awarded based on the individual's performance. The graded short courses provide credit exemption or credit transfer opportunities in IDEP's Master's degree programmes undertaken in partnership with universities.

### **Core Courses**

18. Core courses organized in 2014, shown in Table 3, focused on various themes to address development concerns in key areas of planning and economic policy formulation highlighted below.
19. Agriculture remains the lifeblood of most economies in Africa but there are several challenges including food insecurity, the scramble for Africa's agricultural land resources by dominant commercial players outside the continent, uncertainty of genetically-modified (so called GM) crops, climate change and its impact on agricultural production. The course on *Agricultural Policy in Africa* is a flagship programme designed to address these issues as well as themes central to the Comprehensive Africa Agricultural Development Programme (CAADP), an African led initiative, to enhance the capacity in formulating policies and development plans in the agricultural sector.
20. The African Ministers of Finance recently stressed the importance of long term planning frameworks for the achievement of the development objectives. In response to this particular challenge, IDEP re-launched in a new format, the Bilingual (English/French) short course on *Fundamentals of Development Planning* in recognition of the failings of the neo-liberal framework to policy-making. Furthermore, this course is aimed at introducing officials to new strategies and techniques in development planning for building economies, sustaining growth, improving citizen welfare, and promoting all-round progress in society. The call for applications/nominations attracted about 290 applicants.

**Table 3: IDEP's core courses**

Title of course and dates	Language	Course director/Lead Resource Person	No. of participants (No. of women)
Agricultural Policy in Africa 10-21 March	English and French	Dr.Lovemore RUGUBE University of Pretoria SOUTH AFRICA	25(9)
Fundamentals of Development Planning 7-18 April	English and French	Prof. Aderibigbe S.OIOMOLA International Food Policy Research Institute (IFPRI), Abuja, NIGERIA & Dr.Rokhaya SENE National Academy of Sciences and Techniques of Senegal Dakar , SENEGAL	25(6)
International Trade Negotiations 7-18 April	English and French	Dr . Cheikh Tidiane DIEYE, Enda CACID SENEGAL	28(13)
Data Analysis for Development Planners 5-16 May	English and French	Prof. Peter Adewumi OSANAIYE University of Ilorin Ilorin, NIGERIA	25(3)
Industrial Policy in Africa 2-13 June	English and French	Dr. Babatunde ADETUNJI University of Ibadan NIGERIA	25(8)
Macroeconomic Modelling for Development Planners 12-23 May	English and French	Prof. Adeola ADENIKINJU University of Ibadan NIGERIA	24(7)
Gender Responsive Economic Policy Management 1-12 Decemeber	English and French	Prof. Adeola ADENIKINJU University of Ibadan NIGERIA	29(15)

21. The course on *International Trade Negotiations* is designed to address concerns about the marginalisation of the African continent and WTO rules that are constantly changing. The course is aimed at building capacity of policy makers by deepening their knowledge of the landscape of global trade negotiations so that Africa can maximize its benefit from the international trading system. It is crucial to recognize the centrality of intra African trade in building strategic trade relations that will boost intra-African trade which is currently less than 10 per cent compared to 40 per cent in North America and 60 per cent for Europe.
22. The basis of Africa's recent growth has been questioned due to unavailability of data, reliability and discrepancies in economic reporting. The course on *Data Analysis for Development Planners*, now in its fourth year, builds on the successes of earlier courses in recognition that 'development' has to be measured in one way or the other and requires data - to assess for example, whether specific policies, balanced development, growth targets or MDGs have been achieved. The course is extremely important to support the re-birth of development planning to plan, measure and to monitor the impact of policy and development objectives.
23. The course on *Industrial Policy for Africa* exposes participants to the AU industrial policy framework (AIDA), key challenges and the role of industrialization in socio-economic transformation of Africa. The course addressed core challenges such as inadequate structural reforms, uncoordinated institutional framework, weak infrastructure, overdependence on primary products and lack of suitably adapted technology and policy alternatives explored drawing from successful Asian and Latin American industrialization experiences. The participants were exposed to an industrial production process through a field trip to a manufacturing firm on the outskirts of Dakar, Senegal.
24. The course on *Macroeconomic Modelling for Development Planners*, now running for the second year following its re-introduction in 2013, responds to the need to develop robust macroeconomic modelling skills to understand the special features of African economies characterized by a significant informal sector. This course is designed to support policy makers in the design of macroeconomic models capturing the linkages between different variables of an economy and the global environment to address crucial questions on model design, when to use it to generate appropriate policies and how to interpret policy results to respond to pressing problems in African.
25. The course on *Regional Integration* was delivered as a bilingual session in 2014 to enhance the knowledge, skills, and capacity of participants to design and manage policies and programmes for accelerating regional cooperation and integration in Africa. More specifically, the course is designed to provide the building blocks for a unified market for the region, the continental FTA (CFTA), and the African Economic Community (AEC) supported by results-oriented processes and institutions of African regional cooperation and integration.

26. There is a growing momentum to mainstream a gender perspective in national development policy dialogue and planning. The course in *Gender in Economic Policy Management (GEPMI)* was created in response to knowledge gaps in gender policy formulation and implementation in Africa to accelerate the achievement of MDG 3 on gender equality and women's empowerment and to ensure more equitable development outcomes. The course helps policy officials to acquire practical skills and knowledge to identify and address gender biases in all sectors of the economy and to formulate, implement, monitor and evaluate policies, programmes and budgets from a gender perspective.

### **Collaborative Short Courses with UN Agencies and Other Partners**

27. There were a number of short courses organized in 2014 with UN partners and other institutions outside the UN family (see Table 4). This included courses on Agricultural Statistics delivered in partnership with the African Centre for Statistics (ACS) at UNECA.
28. The Course on *Needs Assessment and Human Resources Policies for Agricultural Statistics* (delivered as separate English and French sessions) is designed to build the capacity of agricultural statistical agencies in Africa to systematically manage their human resources to facilitate the production, and dissemination of timely and relevant agricultural statistics. Agriculture continues to play a strategic role in Africa's transformation agenda and its importance demands that its planning, management, and monitoring be based on sound evidence which requires reliable, up-to-date, and consistent statistical data. Unfortunately, agricultural statistical institutions are weak in many African countries.
29. As part of strengthening the agricultural statistical system, the course on *Economic Accounts for Agriculture* (delivered in two bilingual sessions of English and French) was designed to improve the understanding of the general framework of national accounts and how to produce timely and reliable Economic Accounts for Agriculture in developing countries, as part of the Global Strategy to Improve Agricultural and Rural Statistics endorsed by the UN Statistical Commission in February 2010.
30. The course on *International Trade Policy for National and Regional Development* organized in partnership with the African Trade Policy Centre (ATPC) focused on how trade should be conducted to facilitate development of the African continent. Trade is strategic but the traditional approach created a pattern of development that is unhelpful, unacceptable and damaging to the livelihoods of the African people. As a consequence, there is very limited national and regional development today. The evidence can be seen in terms of the dysfunctional transport infrastructure system that has made it difficult and expensive to travel within Africa.
31. The course on *Migration for RECs* was designed for middle and senior level policymakers in the main Regional Economic Communities and member States dealing with specific issues relating to migration as a vector for growth, development, political and socio-economic transformation. Mainstreaming the *AU Migration Policy Framework* developed is at the heart of this course to respond to the complex social, economic and political issues in the African continent.

32. The Course on *Social Policy for Development Planners* centred on the *AU Social Policy Framework (SPF)* adopted by African ministers in November 2008 is in recognition of its critical role in national and regional development in Africa to eradicate poverty, promote economic growth, reduce inequalities, and maintain social cohesion necessary for sustaining political legitimacy and stability.

**Table 4: Collaborative short courses with UN Agencies and Other Partners**

Title of short Term Course	Course Director/Facilitators	N'of participants (Nos. of women)	Partner
Training Needs Assessment and Human Resources Policies for Agricultural Statistics, IDEP, Dakar 3-5 February	Mr. Neil DOURMASKIN, Acacia Consulting(LUXEMBOURG) & Mr.Soumaila BARRO, PROMACO, BURKINA FASO	22(10)	African Centre for Statistics (ACS/ECA)
Training Needs Assessment and Human Resources Policies for Agricultural Statistics, IDEP, Dakar 5 -7 February	Mr. Neil DOURMASKIN, Acacia Consulting(LUXEMBOURG) & Mr.Soumaila BARRO, PROMACO, BURKINA FASO	25(8)	ACS/ECA
International Trade Policy for National and Regional Development IDEP, Dakar 31 March-11 April	Dr. Yenkong NGANGJOH HODU University of Manchester Manchester, UNITED KINGDOM(UK)	27(9)	ECA(EITD/ATPC)
Migration Policy for RECs IDEP, Dakar 4-8 August	Prof.Ndioro NDIAYE Alliance for Migration, Leadership and Development (AMLD), SENEGAL	17(3)	AUC
Social Policy for Development Planners IDEP, Dakar 4-15 August	Prof.Jimi O. ADESINA University of South Africa (UNISA) SOUTH AFRICA	25(3)	AUC
Economic Accounts for Agriculture IDEP, Dakar 11-15th August (English Session)	Dr BUTTE Gotu, Addis Ababa University , Addis Ababa ETHIOPIA	8(1)	ACS/ECA
Economic Accounts for Agriculture IDEP, Dakar 11-15th August (English Session)	Mr.ARRACH Redouane, Ministry of Agriculture and Sea Fishion, MOROCCO	11(2)	ACS/ECA
Mineral Policy and Contract Negotiations for Public Officials, Johannesburg, South Africa 14-25 July	Dr.Oliver P. MAPONGA ECA Southern Africa Sub-Regional Office Lusaka, ZAMBIA	24(9)	UJ
Mineral Policy and Contract Negotiations for Parliamentarians and members of Civil Society 11-22 August	Mr. Ousmane CISSE Director of Mines and Geology Ministry of Mines of Senegal Dakar, SENEGAL	26(6)	OSIWA
Deeper Regional Integration in Africa(English Session) Dar Es Salaam, Tanzania, 13-17 October	Dr. Wanyama MASINDE, The East Africa Resource House, Nairobi, KENYA	24(4)	MEFMI

Regional Integration in Africa (Bilingual Session) IDEP, Dakar 27 October- 7 November	Dr. ANTWI-DANSO Vladimir, University of Ghana , Legon, GHANA	25(10)	AU\BADEA**
Trade Policy Analysis using Eviews Software IDEP,Dakar Senegal, 3-7 November	Prof Bouna NIANG UCAD, SENEGAL & Dr Angelica NJUGUNA Kenyatta University, Nairobi, KENYA	29(5)	COMESA
Mineral Economics(English session), Johannesburg, South Africa, 24-29 November	Dr, Mpho Ronald Tlala MR Mining & Consulting(Pty)Ltd Johannesburg, SOUTH Africa	15(0)	UJ
Mineral Governance (English session), Johannesburg, South Africa, 24-29 November	Dr.Claude Kabemba Southern Africa Resource Watch (SARW 0 Johannesburg, South Africa	14(5)	UJ
Fundamentals of Development Planning, Cairo, Egypt 7-18 December	Mr. Ouaquouaq Abdelilah IMSEQ, MOROCCO	24(8)	INP

\*\* Not supported financially in 2014

33. The course on *Migration for RECs* was designed for middle and senior level policymakers in the main Regional Economic Communities and member States dealing with specific issues relating to migration as a vector for growth, development, political and socio-economic transformation. Mainstreaming the AU Migration Policy Framework developed is at the heart of this course to respond to the complex social, economic and political issues in the African continent.
34. The Course on *Social Policy for Development Planners* centred on the AU *Social Policy Framework (SPF)* adopted by African ministers in November 2008 is in recognition of its critical role in national and regional development in Africa to eradicate poverty, promote economic growth, reduce inequalities, and maintain social cohesion necessary for sustaining political legitimacy and stability.
35. There were also two separate courses on *Minerals Policy and Contract Negotiations* – one for policy officials delivered in collaboration with University of Johannesburg (UJ), and the other for parliamentarians and civil society members, who play a key oversight function, delivered in Senegal in partnership with Open Society Initiative for West Africa (OSIWA). The two courses are designed to ensure that Africa participates more deeply in the entire commodity value chain through the formulation of appropriate policies and to build capacity for negotiations.

36. The course on *Minerals Policy and Contract Negotiations for Public Officials* also benefitted from the expertise of several specialists including staff from ECA's African Minerals Development Centre (AMDC) and staff /consultants at the Mining Department of the University of Johannesburg .
37. The Institute has continued with its process of decentralization, building on the platform of 2013. In 2014, there were a number of courses such as *Deeper Regional Integration Agenda in Africa, Trade Policy Analysis using E-views, Mineral Economics, Mineral Governance, and Fundamentals of Development Planning* delivered jointly with strategic partners in Tanzania, Nairobi, South Africa and Cairo.
38. The course on *Deeper Regional Integration Agenda in Africa* in collaboration with Macroeconomic and Financial Management Institute (MEFMI) took place in Dar es Salaam, Tanzania. This course was designed to build on the achievements and to tackle more complex regional integration processes which are imperative to address economic challenges posed by the high production and transaction costs, infrastructure deficit, deficient investment climate and low per capita incomes. This is necessary to achieve economies of scale and a unified market for the region (CFTA).
39. The course on '*Trade Policy Analysis using E-views*' organized jointly with Common Market for Eastern and Southern Africa (COMESA) was designed to train policy officials on the practical aspects of trade policy analysis using analytical/statistical tools to explore policy options and to demonstrate how the different policy instruments are prescribed to inform trade policy development in Africa. The course is aimed at equipping the technical staff at COMESA Secretariat and coordinating ministries involved in trade with skill sets to implement evidence-based policies to address trade concerns and to derive maximum development benefits.
40. IDEP and UJ launched for the first time a joint credit-bearing programme in '*Mineral Economics*' and '*Mineral Governance*' in Johannesburg, South Africa.
41. The course on '*Mineral Economics*' is designed to deepen policy officials' understanding of the economics of mineral resources as it is fundamental in policy analysis and design. Critical issues addressed in this course include dealing with market structure; demand and supply; pricing and forecasting; project evaluation; risks and returns; production and use of mineral commodities; institutional arrangements and the relationship between mineral companies and governments; and the dynamic linkages to other sectors and macroeconomic policies.
42. The course on '*Mineral Governance*' addresses the challenges of the mining sector which has emerged as a terrain of domestic political and policy contestation with various national and international actors involved. There was a significant focus on the African Mining Vision developed as a charter for all African countries to improve the governance of natural resources and the strategies required to transform the mining sector so that it benefits everyone not just foreign mining companies and local elites.
43. The course on the '*Fundamentals of Development Planning*' (Arabic) in collaboration with Institute of National Planning (INP) in Cairo, Egypt, took place in December as part of a signed MOU

between the two Institutions. It was designed mainly for Arabic speaking countries in Northern Africa and individuals who are fluent in Arabic in other African countries. The training will strengthen the capacities of policy officials in prioritizing development needs, developing future scenarios and projections to respond to the specificity of development challenges in the region including the Arab spring. A key element was the panel discussions involving senior development planners and practitioners to allow for an open exchange of ideas and experiences with course participants.

### **Needs Assessment and Request for Tailor-Made Courses**

44. Tailor-made courses are demand driven and based on the needs of specific countries. In 2014, over ten (10) requests were made for tailor-made courses from various countries and institutions (See Table 5). This included Zimbabwe (Development Planning), Benin (Strategic/Operational Planning and Long-term Planning), Cote d'Ivoire (Gender), The Gambia (Development Planning). There were also requests through the ECA's Sub-Regional Office for West Africa for a tailor-made course on Strategic Planning for Guinea Bissau, a course for Guinea on Development Planning and Mineral Resources, and a long-term training for five officials in Dakar through ECA's Capacity Development Division. However, these requests were postponed to 2015 due to the Ebola crisis in the region.

### **Training of Trainers (ToT) Workshops**

45. Two (2) ToT workshops were organized during the year in review (See Table 6); the *Gender and Economic Policy Management Workshop* (delivered the second time as a bilingual session following the withdrawal of UNDP) and the *Land Policy in a Development Context Workshop*. The goal of the Gender Training of Trainers (ToT) workshop is to create a large pool of experts to act as trainers for the two week courses on gender and to strengthen IDEP's roster of gender experts. IDEP plans to conduct a mapping exercise to assess the impact of the ToT in terms of the geographical representation in all five regions of Africa. The objective of the other ToT workshop on land policy is to support the Land Policy Initiative (LPI), which is necessary to address problems relating to large scale land based investments in Africa. There is a growing interest in Africa's vast land resources fuelled by demand from countries such as China, India and other developed countries.
46. Important shifts in the ownership and management of land resources call for a re-thinking of policy and strategy to serve the best long-term development interests of the continent. To achieve this, IDEP is committed to delivering the ToT programme to create a large pool of experts to act as trainers for the two week courses and to create an IDEP roster of land policy experts and to build a strong awareness and knowledge of the AU Declaration on Land and the Framework and Guidelines on Land Policy Issues in Africa as key instruments for national and sectorial planning.

**Table 5: Request for Tailor-made courses**

Institution/ Country Requesting	Beneficiary	Subject Areas	Status
ECA-Addis-Ababa	Guinea (Ministry of Planning and Ministry of Mines and Geology)	Capacity building in development planning including support in mineral reform process	Postponed by ECA CDD to 2015
ECA-SRO-WA	Guinea-Bissau	Course on strategic and operational planning	Postponed by requesting institution(SRO-WA)
ADB	Guinea(Ministry of Finance/ National Directorate of Budget)	Six months training programme for 5 officials in Economic Policy Management	Course content developed and arrangements put in place but Ebola outbreak affected implementation
ADB	Guinea(Ministry of Planning)	One week high-level workshop on strategic planning	Ebola outbreak affected implementation
Ministry of Planning (Benin)	Ministry of Planning (Benin)	2 weeks course on Long-term planning and analysis for 4 officials 2 weeks course on Strategic and operational planning for 4 officials	Final steps of project preparation but implementation affected by Ebola pandemic
National Accounting Directorate (Morocco)	National Accounting Directorate (Morocco)	A course on Economic Management and planning	Preliminary exchanges
Ministry of Finance & National Economy of Sudan/WB Funded Project	Officials of the MoFNE (Sudan)	1 Retreat on post conflict management to be organized in Ethiopia for 30 participants	Further information requested
Ministry of Finance & Economic Development (Ethiopia)	Eight(8) officials from the Ministry of Finance and Economic Development/ Ethiopian National Planning Commission	A course on economic growth, poverty and inequality (2 weeks) proposed dates : 2-13 December 2014	Further information requested to form the basis for discussion
Ministry of Finance/Regional Economic Cooperation Section(Tanzania)	Eight(8) staff from the Ministry (Tanzania)	A course on Regional Integration in Africa for 8 staff (1/2 weeks)	Preliminary exchange of emails
Ministry of Finance and Economic Development (Zimbabwe). Project to be funded by ADB	Nine(9) staff members from the Ministry (Zimbabwe)	In-country programme on fundamentals of development planning	Exchange of several emails and financial proposals
IGAD	Senior officials and Member of Parliaments in IGAD	Training programmes related to regional integration agenda	Further information and discussion to take place
SADC	Officials from SADC member States	Course on industrial policy for SADC member states	Preliminary discussions undertaken

**Table 6: Training of Trainers (TOT) Workshops**

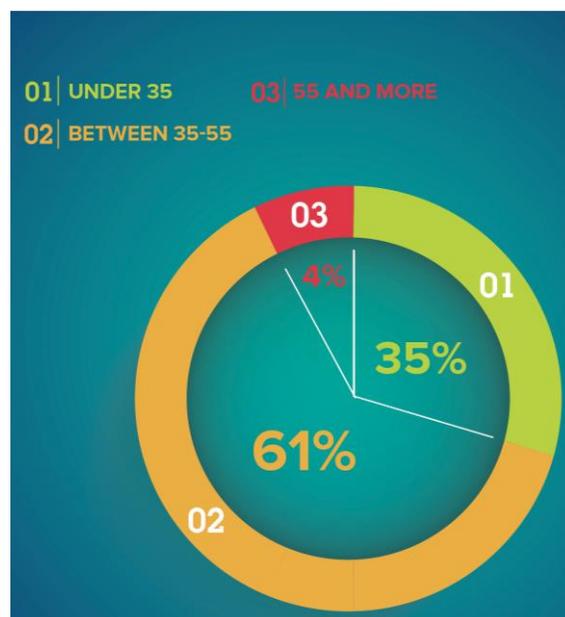
Title of course and dates	Language(s)	Course director(CD)/ Resource Person(RP)	No. of participants (No. of women)
Training of trainers workshop on gender-responsive Economic Policy Management (8-12 September)	English and French	Dr.Ngone DIOP United Nations Economic Commission for Africa (UNECA) & Prof. Rosemary Olufunmilayo SOETAN Obafemi Awolowo University, Osun State NIGERIA	8(5)
Training of trainers on land Policy in a development context (10-12 November)	English and French	Dr.Patience MUTOPO Chinhoyi University of Technology. Centre for Development Studies Harare, ZIMBABWE	14(4)

### **Profile of Participants**

#### ***Age Profile***

47. Participants are distributed based on three age groups: under 35 years; between 35 and 55 years and 55 years and over. Under two-thirds (61 per cent) of participants are between 35 and 55 years old, 4 per cent are 55 or more and the rest - about a third (35 per cent) are under 35 years old (See figure 1). Judging from the age profiles, majority of participants have significant work experience as mid-level to senior policy officials.

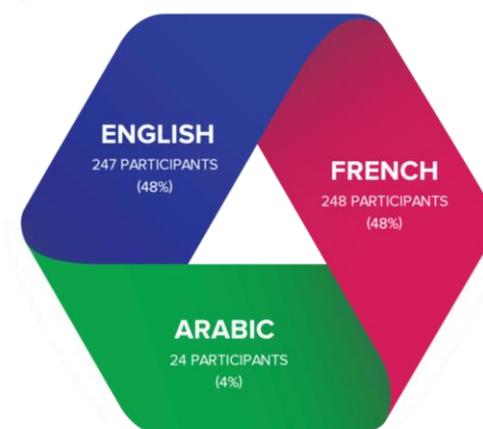
**Figure 3: Age distribution of participants**



**Distribution of Participants by Language**

48. The courses at IDEP are mainly bilingual courses (delivered in English/French) attracting applications from all over the continent. A close look at the main language spoken by participants reveals that about 48 per cent are Francophones, 48 per cent Anglophones, and 4 per cent as Arabic speakers (Figure 4).

**Figure 4: Main Languages of participants**



49. Current efforts are directed at introducing courses in Arabic and Portuguese to increase the representation from Northern Africa and Portuguese for Lusophone member States.

## Distribution of Participants by Region

50. Based on the 2014 figures, Western Africa are the most represented with 33 per cent of participants while Northern Africa is the least represented with 10 per cent of participants. However, representation from Northern Africa doubled from 25 (in 2013) to 50 participants in 2014. Southern Africa increased from 61 to 95, whilst participation from Eastern African increased from 124 to 143. Central African representation also increased marginally from 45 to 58 officials (See Table 8 below).

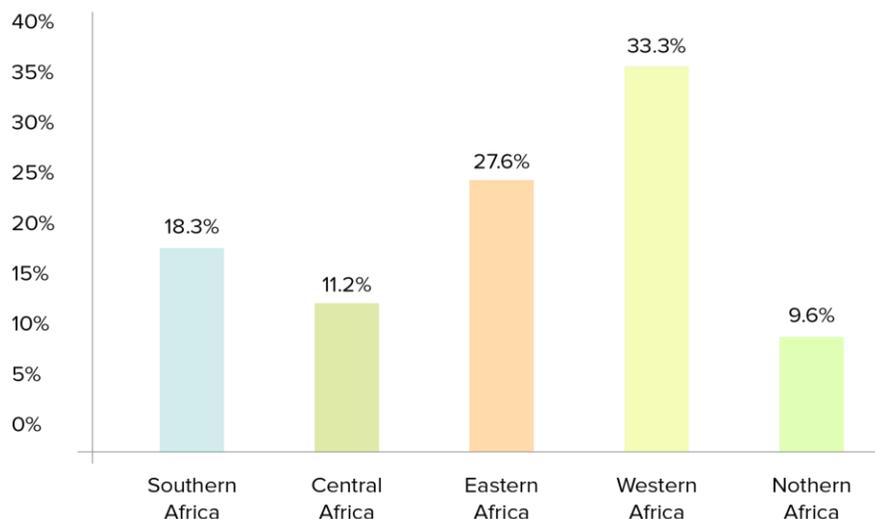
**Table 7: Regional Distribution of Participants (2012-2014)**

Region	Nos. of Participants			Percentage Representation		
	2012	2013	2014	2012	2013	2014
Western Africa	234(96 <sup>2</sup> )	477(224 <sup>2</sup> )	173	57%	65%	33%
Central Africa	45	45	58	11%	6%	11%
Eastern Africa	66	124	143	16%	17%	28%
Southern Africa	45	61	95	11%	8%	18%
North Africa	20	25	50	5%	3%	10%

*\* Includes participation from Tailor-Made Courses*

51. As shown in the Table 8, the representation of Southern Africa in IDEP's training programmes increased from 8 per cent (in 2013) to 18 per cent in 2014 (see figure 2). Participation from Central Africa also increased from 6 per cent to 11.2 per cent, Eastern Africa from 17 per cent to 28 per cent and Northern Africa from 4 per cent to 10 per cent. Participation from Western Africa dropped significantly to 33 per cent as there were no tailor-made courses in 2014 compared to 2013 when 13 tailor-made courses were delivered for Guinea, Benin, Cote d'Ivoire and Senegal. In 2014, a number of tailor-made courses planned for West African countries particularly for Sierra Leone, Guinea, The Gambia, Benin, and Cote d'Ivoire had to be postponed due to the uncertainty created by the Ebola crisis and the financial consequences of the epidemic affecting a number of other countries.

**Figure 5: Distribution of Participants by Region**



52. The raw percentage distribution for each region (shown in figure 2 above) is a useful indicator but does not take into account the size of the different regions. Taking the size of the regions (e.g. using population) into account, a Representation Index can be determined for each region as shown in Table 9. An index of *less than 1* means that a region is under-represented and an *index of more than 1* reflect a region that is over-represented. Table 9 clearly shows that Central Africa (with a representation index of 2.8) is significantly over-represented in IDEP's courses whilst Northern Africa with a representation index of 0.5 is significantly under-represented. For 2013, the Representation Indices for the regions were as follows: Southern Africa (0.6), Central Africa (1.5), Eastern Africa (0.5), Western Africa (2.2) and Northern Africa (0.12).

**Table 8: Representation Index for Different Regions (2014)**

Region	Size of Regions		Participants		Representation index*
	Population (in millions)	Percentage Representation	Number of Participants	Percentage Representation	
Southern Africa	147	13.1%	95	18.3%	1.40
Central Africa	47	4.2%	58	11.2%	2.67
Eastern Africa	369	32.8%	130	25.0%	0.84
Western Africa	336	29.8%	186	35.8%	1.12
Northern Africa	227	20.2%	50	9.6%	0.48
<b>Total</b>	<b>1126</b>	<b>100.0%</b>	<b>519</b>	<b>100.0%</b>	

\* CIA World Factbook

\*\* Index > 1 = over represented | Index < 1 = under represented

53. In 2014, 51 out of 54 member states were represented giving a continental “Coverage Ratio” of 94 per cent. The three (3) countries not represented were Libya (North Africa), Equatorial Guinea (Central Africa), and Seychelles (Eastern Africa) compared to five (5) in 2013 (Algeria, Angola, Equatorial Guinea, Somalia and Mauritius). Libya was not represented in 2014 due to the on-going political problems.
54. Actions will be taken to target countries not well represented in IDEP’s training programmes. The Institute has therefore planned to mount awareness campaigns, send course announcements, conduct outreach missions and needs assessment to attract applications from key ministries in these countries.

### IDEP courses organized by themes

55. IDEP’s courses in 2014 organized thematically in response to key priority themes of AU member States and the core programmes of UNECA. Short courses are broken down into the following themes: (1) macroeconomic analysis and project monitoring tools (2) gender and social development (3) regional integration, trade, and infrastructure (4) natural resource management.

**Figure 6: Short courses organized by themes**



## Curriculum Development Workshops for New Courses

56. A number of new courses were proposed by IDEP and endorsed by the Technical Advisory Committee in April 2014. Curriculum Development Workshops were organized for six (6) new courses from 1 - 3 December, 2014 in Johannesburg (South Africa) and 8 - 10 December, 2014 in Cairo (Egypt). For each workshop, a clearly defined methodology was adopted with experts divided into working groups focusing on each specialized area. Experts in each working group elected a chairperson and rapporteurs. The work of each group was reported in plenary sessions and discussed further by to enable the identification of the cross cutting issues and synergies between the different courses. The role of the expert working groups are illustrated in Box 1. About 25 experts participated in the Curriculum Development Workshops and a number of other experts have been identified for further review of the draft curricula. These workshops were designed to ensure that the contents and modules respond to the capacity building needs of African policymakers by tackling relevant issues in each of the thematic areas.

**Figure 7: New Curricula Developed in 2014**



**Box 1: Role of Expert Working Groups in Curriculum Development Workshops**

- To identify critical gaps in knowledge and skills of policy officials in the subject areas/courses and to respond to key continental initiatives, regional agenda and issues;
- To define 6 to 10 modules/major topic areas that correspond to the major continental and regional agenda and issues that should be addressed by each course;
- To determine the content, learning objectives/ outcomes and essential reading materials to support each course and individual modules;
- To suggest questions for group/ individual exercises to be included for each module for reflection and to assess the learning outcomes
- To propose a framework to strengthen preparation prior to the course such as pre-course assignment/diagnostic tests, materials and documents to bring (e.g. policy documents, budget, master plan, legislation, development plans) which could serve for group/individual exercises
- To identify relevant post-training activities to be conducted by IDEP including evaluation by independent consultants, for engaging key stakeholders such as applicants nominating authorities and beneficiaries to gauge the application of knowledge and the impact of the course.
- To make suggestions/recommendations on appropriate case-studies, scenario, simulation and other practical exercises for interactive exchanges and to enhance the understanding by participants

57. In 2015, IDEP plans to launch new training programmes as part of its strategy to respond to the changing needs of mid to senior policy officials including weekend leadership retreats for higher level policy officials. Although the courses are intended for face-to-face delivery, it is expected that the new courses will be delivered as online and distance learning programmes in future.

### **Development of New Postgraduate Degree Specialisations**

58. Negotiations are at advanced stage for the commencement of the Masters' programme on Industrial Policy with University of Johannesburg (South Africa) and the Master's degree programme with INP
59. Logistics and cost sharing arrangements for the joint *Master of Philosophy Degree in Industrial Policy for Africa* with the University of Johannesburg (UJ) in South Africa has been finalized following the approval by the Higher Education Authorities in South Africa and the Senior Management Team of the University of Johannesburg. The call for applications/nominations and the application materials have been developed ready to be launched early 2015 with an anticipated kickoff in June.
60. Agreements have been finalised with authorities from INP to launch a *Master of Science Degree in Development Planning (Arabic)* in September 2015. The development of the modules for the course will be completed by mid-2015. The French and English programme will be launched in partnership with University of Cheikh Ante Diop (UCAD) in Dakar at a later date.

### **Innovation in Courses**

There were some notable innovations in 2014 which included the following:

#### **Credit Bearing Short Learning Programmes and Post-training Engagement**

61. For the first time in IDEP, a credit bearing short learning programmes was launched jointly with University of Johannesburg (UJ) in South Africa. For 2014, the two courses in Mineral Economics and Mineral Governance were delivered in English with applications for the programme restricted to Eastern and Southern Africa. All the participants admitted to the programme sat to a three-hour examination after the course. A credit bearing certificate will be awarded to those who passed the three-hour written examination and completed the post-training project work.

#### **On-line Application Management System**

62. The IDEP on-line application management system is now fully operational and will be deployed alongside the traditional methods for submitting, reviewing and screening applications in 2015

### **New Partnerships in Course Design and Delivery**

63. New cost-sharing partnerships were established in 2014 in the design and delivery of joint training courses with MEFMI (Deeper Regional Integration), COMESA (Trade Policy Analysis) and INP (Development Planning)

### **Development of Training Manuals for Courses in Mineral Resources**

64. Several workshops were also organized to support development planning efforts such as the Nairobi Curriculum Development Workshop with a group of experts and scholars to develop training manuals on: (1) Minerals Policy and Strategy; (2) Legal and Regulatory Framework for the Minerals Sector; and (3) Minerals/Mining Contracts, Drafting and Negotiations to support future face-to-face *courses* targeting parliamentarians, civil societies and policy officials including e-learning at IDEP.

## Course Directors' Forum

65. The first Course Directors' *'Stocktaking and Brainstorming Workshop'* took place at IDEP (Dakar) in February 2014. It was well attended by Course Directors and selected resource persons with lively discussions and exchanges centred on key themes in the training delivery cycle. Box 2 highlights the key topics discussed at this inaugural forum.

### Box 2: Key Topics Course Directors' Forum in 2014

- Revamping the Course Advert and Participants Selection Process
- Pre-Course Preparation
- Improving the Pedagogical Approach and Adopting Delivery Practices, Tools and Standards for Ensuring State-of-the-Art Training
- Identifying Best Practices in Course Delivery Meeting the Challenges of Modules Development and Course Standardisation
- Strengthening Training Value Addition through the Use of Technological Innovations
- Strengthening Assignment and Grading System for Trainees
- Development of E-Learning and Distance Learning Programmes
- Setting Standards for Course Directors' Reports
- Enhancing Post-Training Engagement
- Strengthening Post-Training and Follow-up Actions

66. Following the Course Directors' Forum, a number of recommendations were made and adopted to improve the design, delivery and for tracking the impact of training activities at IDEP

### Modules, Delivery and Course Materials

67. IDEP has continued its culture of post-course evaluation which feeds into the process of continuous improvement in course delivery and the overall experience of participants. The evaluations focus on assessing the following: (1) the relevance of modules; (2) the quality of delivery; and (3) quality of course materials. Overall, all the courses have been very well appreciated by participants.
68. The overall average is about 8.3 out of 10 (See table 11). A close look at the overall rating (average for relevance of modules, quality of delivery and quality of course materials) for each course shows that the least appreciated is the course on Training Needs Assessment (Session 1) with a score of 7.1 while the most appreciated one is the course on Economic Accounts for Agriculture (Session2) with a score of 9.2.

**Table 9: Post-training evaluation scores**

Courses	Relevance of Modules	Quality of Delivery	Course Materials	Overall Score
Training Needs Assessment (session 1)	7.2	7.0	7.2	7.1
Training Needs Assessment (session 2)	7.6	8.1	8.3	8
Data Analysis for Development Planners	8.6	9	8.9	8.9
Macroeconomic Modelling for Development Planners	7.9	7.9	7.9	7.9
Economic Accounts for Agriculture (French session)	8.6	9	8.3	8.7
Economic Accounts for Agriculture (English session)	8.6	9.3	9.6	9.2
Agricultural Policy in Africa	8.7	8.8	8.7	8.7
Fundamentals of Development Planning	8.0	8.1	7.7	8.0
International Trade Negotiations	8.6	8.6	8.5	8.6
Migration Policy for RECs	8.0	8.3	8.5	8.3
Mineral Policy and Contract Negotiations	8.4	8.3	8.2	8.3
International Trade Policy for National and Regional Development	8.3	8.4	8.4	8.3
Mineral Policy for Parliamentarians and Members of the Civil Society	7.6	7.8	7.7	7.7
Industrial Policy in Africa	8.2	8.3	8.2	8.3
Social Policy for Development Planners	8.1	8.3	8.4	8.3
TOT on Gender Responsive Economic Policy Management	N/A	8.4	8.1	8.2
Deeper Regional Integration in Africa (Hotel Holiday Inn)	8.5	8.7	8.9	8.7

Regional Integration in Africa	8.5	8.8	8.8	8.7
Trade Policy Analysis using Eviews software (KSMS)	8.1	8.4	8.3	8.3
Training of Trainers on Land Policy in a Development Context	7.7	8.0	7.8	7.8
Mineral Economics (UJ)	8.7	8.7	8.7	8.7
Mineral Governance (UJ)	8.6	8.5	8.5	8.5
Gender-responsive Economic Policy Management	8.4	8.5	8.4	8.4
Fundamentals of Development Planning (INP)	8.3	8.4	8.3	8.3
<b>Overall Average</b>	<b>8.2</b>	<b>8.4</b>	<b>8.3</b>	<b>8.3</b>

### Training Facilities and Logistics

69. For each course, the training facilities and logistics were also evaluated by participants. This included the lecture theatres/conference room, working conditions, ICT and library supporting training activities. With a rating scale from 1 (Excellent) to 6 (Very Poor), the ratings of the ICT and library facilities have been very good with average scores of 2.3 and 2.4 respectively out of 6. The conference facility was the most appreciated compared to other training rooms and facilities. The three elements most appreciated were the course co-ordination (average score of 2), administrative arrangements (average score of 2) and working conditions (average score of 2). Details of the results are shown in Appendix 4.

### Challenges and Opportunities for 2015

70. This year was another successful period judging by the results achieved by the Training Division, in terms of the types and diversity of courses delivered, the number of policy officials that have benefited from such programmes and the satisfaction of participants in terms of the content of courses (relevance of modules), the quality of resource persons and the quality of training materials to support IDEP's training programmes.

71. Significant efforts will be required in 2015 to nurture relationships created from new like-minded partner institutions to build synergies and improve the design and delivery of training programmes in areas of mutual interest to continuously improve the quality of the experience of policy officials. Given the changes in the funding landscape, IDEP will also need to address some key challenges and to respond quickly to new opportunities in a manner that is flexible and efficient towards the maximization of operational effectiveness (see Box 3).

**Box 3: Challenges and Opportunities**

**Rolling out post-training engagement**

In 2015, further steps will be taken to include post-training follow-up in selected courses following its introduction in the two short credit bearing courses with University of Johannesburg in Mineral Economics and Mineral Governance.

Post-training s is intended to provide a mechanism to track how newly acquired knowledge is applied in participants' work settings and the benefits to the Nominating authorities so that impact of training programmes can be measured over time.

**Decentralisation through partnership**

Decentralisation through partnership with like-minded institutions will be necessary to deliver diverse courses and training programmes as well as to increase the visibility and reach of IDEP's programmes.

**Engaging the TAC to improve programme design and implementation**

Technical Advisory Committee (TAC) is critical resource to identify relevance, coverage and value addition necessary to improve the programme design, quality and delivery of IDEP's training courses using best practices

**Using social media to diversify and broaden the range of applicants**

Courses are as good as the quality of applicants. IDEP will continue to explore alternative channels for announcements including social media to attract more applicants given the introduction of the new online application management system.

**Staffing for new courses and e-learning**

Additional resources will be needed for delivering new programmes, preparing curriculum for new courses, repackaging knowledge products for e-learning, and the launching of e-learning programmes.

**Strengthening engagement with key partners**

Better forward planning when working with key partners to speed up preparation, cost sharing arrangements, course design and time management to optimise training slots in the IDEP calendar.

**Impact/Tracer Studies**

Required to monitor the impact of IDEP's capacity building programs on policies and programmes in Africa. In addition post-training engagement should be strengthened.

### III. RESEARCH SUPPORT AND POLICY DIALOGUE ACTIVITIES

#### Objectives and Expected Outputs

72. Development research is a key component of the generation of new policy knowledge. The overall objective surrounding the IDEP research support and policy dialogue activities is to strengthen and consolidate the interface between development research and policy, providing a critical link between researchers/policy-makers in the generation of knowledge and the delivery of knowledge. The activities of the unit in 2014 continued to focus on the facilitation and support for policy research, conducting policy dialogue, policy advisory and dissemination activities; and the organization of fellowship programmes addressing specific issues of interest to the development of the continent with relevant policy implications.

#### IDEP High Level Policy Dialogue Series

73. The IDEP Policy Dialogue Series provides a framework for debates and original thinking on numerous development challenges affecting the African continent by allowing participants to engage in reflections pertaining to policy concerns.
74. In post-independence African development experience, the connections between the continental and the national development effort have been disjointed. With the aim of addressing this challenge, IDEP and the CDD partnered with NEPAD, to convene a Pan-African High Level Leadership Policy Conference on *“Enhancing Coordination between NEPAD Planning Agency and National Planning Bodies in Africa”*. The rationale behind this initiative was to place NEPAD, the continental planning and coordinating agency, in a direct relationship and interface with national planning bodies. The conference was held in March 2014 in Johannesburg, South Africa. It brought together thirty (30) national planners from African countries along with seven (7) NEPAD representatives. The conference marked the beginning of a structured and regular framework of consultation, collaboration and exchange between continental policy and planning institutions and their national counterparts with a view to tapping maximum benefits for all African countries. African chief planners welcomed the forum and resolved that it be institutionalized into an annual platform of African planners for the purpose of experience sharing, mutual learning, and the pursuit of opportunities for the harmonization of national, regional and continental plans, frameworks and strategies. One of the main recommendations put before IDEP and CDD was to keep this forum as a veritable action oriented platform for driving the emergence of a coherent continental planning framework.
75. The second High Level Leadership Conference of African planners, facilitated by the IDEP and CDD, took place in September 2014, in Kigali, Rwanda. The conference aimed at bringing together national planners and representatives of national planning institutions to a session that would familiarize them with Agenda 2063 and thereby achieve the purpose of domesticating the agenda, which would result in coherence between national and continental

plans. Furthermore, the session enabled planners to reflect collectively on and contribute to the continental Agenda 2063. The conference, which was themed “The Process, Substance and Key Goals of the AU Agenda 2063”, brought together about thirty (30) Africa’s top planning officials along with three (3) AUC officials, including the Director of Strategic Planning, and seven (7) experts. The meeting sessions allowed for the discussion of critical success factors for the achievements of the Agenda 2063 goals and furthermore, making recommendations on possible coordination mechanisms between the continental, sub-regional and national planning institutions. Additionally, it intended to solicit the buy-in of various stakeholders, and propositions on possible implementation and monitoring and evaluation mechanisms. Planning officials requested that critical attention be paid from the outset to innovative models of financing Agenda 2063. Furthermore, officials committed to support the Agenda 2063 and its development into a veritable action oriented strategies for driving the emergence of a coherent continental development planning

76. The Institute convened a second Pan-African Roundtable Dialogue on *“Investment or Land Grabbing? The Challenges of Agricultural Production and Food Security in Africa”*, in Dakar, Senegal, on November 2014. This event was organised in collaboration with the Archie Mafeje Research Institute (AMRI), the Council for the Development of Social Science Research in Africa (CODESRIA), the Thabo Mbeki African Leadership Institute (TMALI), the UNISA Foundation, the Arab-Africa Research Centre (AARC), the African Institute of Agrarian Studies (AIAS), and the Institute of Global Dialogue (IGD). It constituted a follow-up to the first Pan-African Roundtable Dialogue on Land Reform, Land Grabbing and Agricultural Development in Africa in the 21st Century that took place in June 2014, in Addis Ababa, Ethiopia. The aim of the series is to address various dimensions of the overarching concerns about land grabbing across the continent and the need for agricultural development and food security. The meeting was attending by forty (40) participants consisting of officials from ministries aligned with land and agricultural issues; academics; and civil society organisations representatives. From the main lessons learnt during the discussions, participants highlighted new research opportunities related to the impact of land reforms on the agricultural production and food security that need to be exploited.
  
77. As a platform for debate, IDEP hosted a High Level Roundtable Dialogue in May 2014 on *“Reversing the Resource “Curse” in Africa”*, in collaboration with Trust Africa. The event was organized on the occasion of an official visit by the leadership of the Ford Foundation to its institutional partners in Senegal. This special event, held at the IDEP headquarters, brought together development thinkers, researchers, representatives from international organizations, and diplomats from across Africa.

### **Policy advisory/Outreach and dissemination activities**

78. IDEP in collaboration with CDD organized an orientation workshop for the benefit of Senegalese government officials from the following sectors aligned with NEPAD's major strategic orientations: agriculture and food security; natural resource management; infrastructure; human development; education; health; science and technology; climate change; water; energy; and gender. The workshop, held in February 2014, provided the opportunity for Senegalese government officials to learn more about the strategic programmes and key achievements of NEPAD. The officials committed themselves to providing technical support towards the achievement of the agencies continental objectives. IDEP, CDD and NEPAD concluded that a meeting of this nature be institutionalized in all NEPAD member States.

### **IDEP Monthly Development Seminars (MDS) Series**

79. As a well-established multi-actor dialogue platform, the Monthly Development Seminar Series has continued to generate a strong interest from the community of development stakeholders in Dakar and remains a key flagship programme of the Institute.
80. Through engaging policy researchers and analysts, development practitioners as well as officials from the diplomatic corps and national and international organizations, in knowledge and experience sharing on issues at the centre of Africa's development agenda, the MDS contribute to deepen the reflections, propose practical solutions and policy recommendations, and, in doing so, participate in the consolidation of the nascent and much needed research-policy nexus in Africa.
81. In 2014, five (5) seminars addressed by internationally reputed speakers were organized. Critical topics such as Will the EPAs undermine Africa's Integration and Development?, What Land Governance for Stemming Massive Land Transfers In Africa?, Achieving Food Security for Africa: Linking Small Farmers to Markets, Manufacturing Sustainable Employment for a Renascent Africa and Nation-States and the Challenges of Regional Integration in West Africa were addressed.

### **Fellowship Programmes**

82. IDEP's Fellowship Programmes continue to provide an institutional framework for policy officials and researchers to undertake a concentrated reflection and produce policy papers on issues of importance to their work and country. Furthermore, the programmes contribute to the promotion and deepening of intra-African knowledge-sharing and mutual learning. Five (5) laureates were admitted under the *'Visiting Fellowship for Policy Researchers'*, one (1) laureate under the *'Visiting Fellowship for Policy Officials'*, and one (1) under the *'Intra-African Study Tour Fellowship Programme for Policy Makers'*. Table 1 provides a detailed breakdown of the 2014 fellowships awarded.

### **Fourth African Unity for Renaissance Conference on OAU/AU@ 50 and Beyond: The Quest for 'African Solutions for African Problems' (ASAP)**

83. Taking advantage of the 51st anniversary of the Organization of African Unity (OAU), the 20th anniversary of the genocide in Rwanda, and the 20th anniversary of the end of apartheid in South Africa, the African Institute of South Africa (AISA) together with IDEP and more than a dozen of other African institutions, convened the Fourth Annual African Unity for Renaissance Conference in May 2014 in Pretoria, South Africa. The theme of this major event was “OAU/AU at 50 and beyond: The Quest for 'African Solutions for African Problems' (ASAP)”, with as a main objective to enhance awareness of why Africans must unite and regain control of the continent in order to be able to respond to their challenges. To address this broad theme, an assembled audience of over hundred academics, policy researchers, social activists, government officials and business leaders from all corners of the continent was invited to reflect, across a number of thematic areas, based on three main questions, namely the state of African renaissance, the type of Africa that is needed to realize the dream of renewal and the kind of World that would make African regeneration possible. In addition to the launch of an African Renaissance and Unity Manifesto in the form of the 4th Tshwane Declaration, the Conference was characterized by the richness and diversity in terms of the innovative ways that were suggested by the participants to resolve African problems in the areas of institutional, economic and social development, conflict resolution and management, regional integration and culture for development.

### **First International Francophone Forum of Evaluation on Evaluation of Public Policies and Governance**

84. In the run-up to the 15th Francophonie Summit that was held in Dakar at the end of last year, IDEP participated alongside the Francophone Evaluation Network and a dozen of other national and international organizations in the organization of the first forum of this kind in the Francophone area, which took place in Dakar in October 2014. The main objectives of this major advocacy event were to make a diagnosis of state of the evaluation systems, policies, programmes and practices related to public policies in the Francophone space, as well as to take stock of the main lessons learnt and good practices to build on.
85. Within the framework of this forum gathering more than 250 delegates from governments, international organizations, evaluation associations, research institutes, consultancy firms and other businesses, IDEP was represented in several panels, including on Evaluation of economic and financial governance at the crossroads. The latter discussion analysed the impacts of Community requirements on financial and economic reforms, as well as the effects of the different evaluation models on the effectiveness of public policies and development, thus providing insights on the necessity for African countries to replace donor methods by their own countries' models. In addition, the Institute was in charge of the organization of a thematic panel on the professionalization of evaluation, which identified a number of capacity

building initiatives that can be built on and made proposals for action to enhancing the professionalization of evaluation. This important advocacy forum was concluded with the adoption of a call to the Francophone Heads of States, due to meet in Dakar at the Francophone Summit, for the enhancement of the national evaluation tools and systems, which, better articulated with the formulation, planning and evaluation of public policies, would contribute more effectively to the performance of public administrations and to improving service delivery to the population.

86. By offering officials involved in the development of policy proposals for consideration by the highest administrative-political authorities a suitably provisioned institutional framework to undertake a concentrated reflection and produce policy papers on issues of importance to their work and country, the Visiting Fellowship for Policy Officials not only fosters the generation of innovative policies and reforms at national level, but also serves the needs of other policy communities at the sub-regional and continental levels.

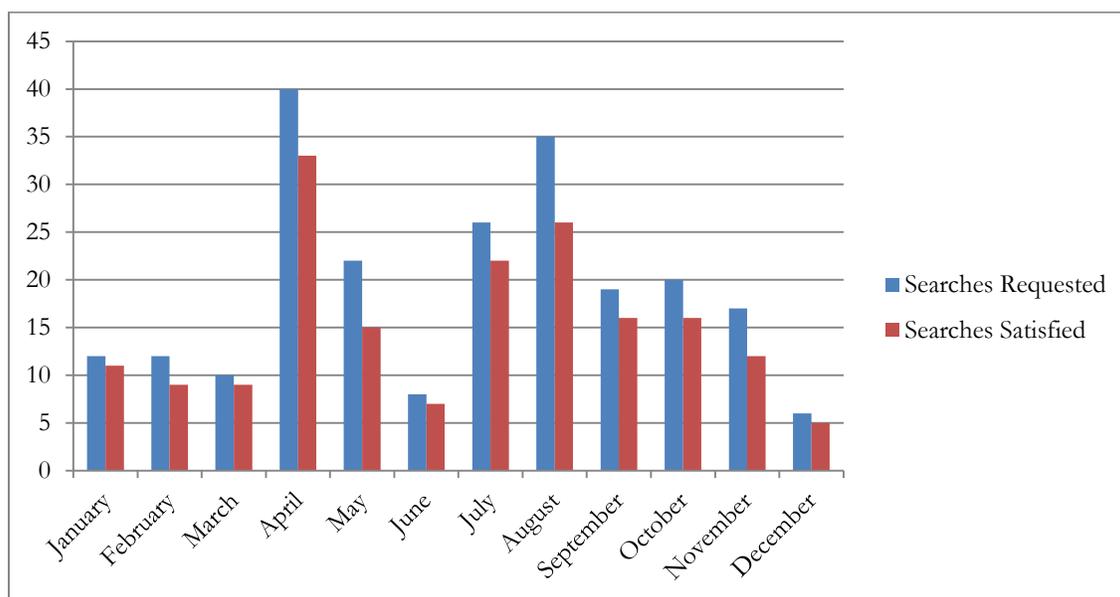
#### IV. LIBRARY AND DOCUMENTATION DIVISION

87. The Division handles the acquisition, processing, conservation and dissemination of the entire corpus of documentation received at or produced by the Institute. It manages a repository of over 55,000 documents and a corpus of electronic resources that comes as a support to the training and research programmes at the Institute.

##### **Library Services**

88. Since 2012 the library has implemented an Online Public Access Catalogue (OPAC) to increase the visibility of library collections. This is complimented by the adoption of social media for the promotion of other library services.
89. The OPAC system is dedicated to the visibility enhancement of the Library's internal & external resources, such as: books, dissertations, articles and research papers. The number of records registered in the IDEP Document Server (IDS) powered by INVENIO, a free open source software, is about 19200 records consisting of both bibliographical and textual references. In 2014 IDS was upgraded as a portal, providing access to more than 30 online databases. The platform received a total of 24,951 online visits from all around the world for the year in review.
90. The use of social media at the Library has continued to develop with time. In addition to the DIIGO platform that allowed us to share a set of Web links on economic development & planning and all other related subjects, the IDEP Library Facebook page has been employed with the aim of sharing information about new acquisitions at the library, activities, and other information of interest such as new publications and updates to our platform.
91. As per Figure 8 below, in 2014 the library provided reference and bibliographic support as well as database and Internet search services to a total of 1604 users of whom 422 were course trainees and 1182 external researchers. This reflects a modest reduction of 294 users in comparison to 2013 where support was provided to 1898 users. This reduction can be explained by the fact that there were fewer courses offered at the Institute in the reporting year. An 80% search satisfaction rate was registered i.e 181 information searches were successful out of 227 requests from the users.

**Figure 8: Breakdown of Monthly User Requests vs. Satisfaction of Users**

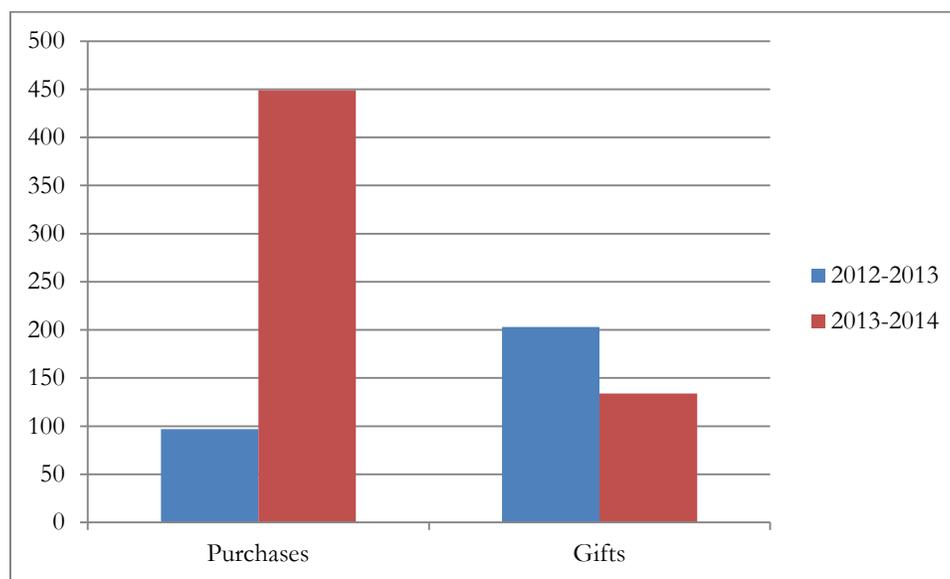


92. The Library’s book collection grew during the reporting period as a result of the addition of 583 additional publications bringing the total count to 64806 items. 449 books were purchased as part of a collection reinforcement strategy of the Institute, while 134 books were received as gifts from various institutional partners.
  
93. In continuation of the new practice of tracking the level of support provided to both the Training Division and the Research Support Programme, 27 lists of references were prepared and delivered for the various course offerings and visiting fellows in 2014.

### Cooperation and Partnership

94. Cooperation and partnership relationships are important ways to achieve the main goals of the Library and to better position it within international professional circles. In 2014, the Chief Librarian continued with efforts to increase partnerships by establishing affiliations with the African Federation of Librarians and Institutions (AFLI) located in Accra, Ghana.

**Figure 9: Comparison of Book Collection (Purchased & Gifts)**



95. IDEP Library contributed to the building of the virtual Library of UEMOA, the Economic and Monetary Union of West Africa, part of the PADTICE/UEMOA-UNESCO project involving 8 West African universities.. As a result of the successful implementation of the INVENIO system at the Institute, the IDEP Chief Librarian was invited to train the librarians from the various universities on the use of this platform during a workshop held in Cotonou, Benin. Additionally, the Chief Librarian represented the Institute at the 80<sup>th</sup> World Library and Information Congress held in Lyon, France.
96. In 2014, the IDEP library continued with its valued practice of providing opportunities students from the School of Librarians in Senegal to gain much needed hands-on experience at an institutional level. For the year in review, the library contributed to the knowledge strengthening of two students in the area of best practices of library activities.

## V. DEVELOPMENT COMMUNICATIONS, OUTREACH AND PUBLICATIONS

97. In 2014 the Communication Unit continued to play its role in marketing and promoting the vision, mission and objectives of the Institute in relation to its training programmes, and associated research and advisory activities based on the policy agenda of African member States. These objectives are achieved through a number of communication activities aimed at making the Institute more visible to its clientele.
98. For the year in review, the key activities of the unit centred around: (1) the production of the IDEP Documentary Series; (2) the maintenance of the IDEP's various web platforms; (3) overseeing publication processes; (4) building and maintaining IDEP's media archives and its communications database; and (5) support to other division of the Institute.
99. Building on significant progress made towards the launch of the IDEP Documentary Series, all editing and subtitling for all four (4) episodes were completed during the year in review. A total of 1,000 copies were produced of each episode for dissemination. A launch event for the documentary series is scheduled for the first quarter of 2015 in Accra, Ghana.

**Figure 10: Spotlight on the 4 Episodes of the IDEP Documentary Series**



100. Following the programmatic repositioning of the Institute within the ECA structure, a new IDEP sub-site was launched in April 2013 within the ECA website platform. The deployment of the new site resulted in an improved web presence for the Institute after having experienced some setbacks with the old website. Nevertheless, this arrangement has also limited the Institute's ability to fully manage the site as this is under the control of the ECA staff in Addis-

Ababa. As a result of this limited access and ability to manage and update the site, the optimal use of the site is yet to be realised. The pending issues will be resolved in 2015

101. The first set of Africa at 50 Discussion Paper Series was produced in hardcopy during the year in review. It is anticipated that the second set of papers will be published over the course of 2015 alongside a special publication.
102. Support to the substantive programmes of the Institute continues to be an integral part of the work done by the Communications Unit. Support provided to other divisions included: the coordination of press invitations to IDEP events; the reviewing, editing, and formatting of key documents; the preparation of presentations; developing document templates; the formatting of documents for the web; the posting of course announcements to the website; and playing an advisory role in development and purchasing of visibility and promotional materials for the Institute.
103. The unit was re-engaged with the UN Communications Group, which is made of communications officers and division heads of various UN agencies in Dakar, Senegal. The Institute participated in the annual UN Day celebrations in October, using this event as a forum for dissemination of various IDEP publications and visibility material.
104. The communications unit succeeded in using the various social media platforms to showcase the work of the institute as a result of an improved commitment to the incorporation of these platforms into the culture of the Institute. As a result of this renewed engagement on Facebook, the Institute is developing a strong following of officials throughout the continent including Alumni.
105. The communications officer participated in an online training on an innovative tool that helps organizations not only understand and engage with the target audience but also grow and build their brand in a way that can be tracked and analyzed.

## VI. The Computer Centre

106. The IT Unit is responsible for the computerization of the Institute, the management of the computer stock, management of the Computer Centre, and the training for the trainees and staff to ensure maximum and efficient use of the computer facilities at the Institute. The unit consists of a Senior IT Assistant and an Intern. The Institute's computer network has about 200 nodes including network switches and routers, printers, video conference equipment and telephone switchboard.
107. The Computer Centre consists of :
- 1 computer lab with 21 workstations
  - 1 computer lab with 10 workstations
  - 1 lecture room with 18 workstations
  - 1 server room with 05 online servers
  - Several virtual servers

### Computer Centre & IDEP's Trainees

108. The services of the Computer Centre play a key supporting role to the training programmes and staff activities, especially with the current trend where trainees spend just as much time in the computer lab as in the lecture room. Services provided to officials include: documents and web research. Subsequently, this has resulted in an upskilling of some trainees who had limited working knowledge of computers on arrival.
109. The Computer Centre has always prioritized the improvement of the existing Local Area Network (LAN) connectivity and web functionalities with a view of enhancing the user experience and improving accessibility from both in and out of the Institute. The revamping of existing applications platforms and the improvement of the network capacity continued over the course of the year. In this vein, the Computer Centre played a key role in the procurement and deployment of new IT, interpretation and training equipments. IDEP now has in place modern training facilities with the digital capacity to cope with the various training demands and a higher volume of activities and programmes.
110. For the year in review, key activities conducted within the Unit included: programming; development and maintenance of various applications and pages; preparation of user guides, design and printing of certificates and brochures; developing and maintaining the electronic platform for salary payment statement; network administration and security; mail administration; development and management of the distant learning platform; printing management; software and hardware maintenance; and serving as a 'IT helpdesk', providing training and support.
111. IDEP now has in place modern training facilities and adequate digital capacity to cope with the high demand from the trainees and its higher volume of activities, particularly in the lecture and conference rooms and in the library.

112. In 2014, steps were taken Arrangements have also been made to partially achieve the ‘zero paper’ objective launched by the management with:
  - Full computerization of the GS.05 form (office supply order form)
  - Full computerization of the GS staff payroll statements
  - Full computerization of the trainee application process
113. Concerted and systematic capacity enhancement must take place at the Institute in terms of investment in human resources and equipment in order to meet the various needs of its partners.
114. It is with these objectives in mind, that during the reporting period, the Computer Centre continuously updated its econometric and statistical software and implemented a version of the digital library software working under Windows operating systems. In addition, the Centre assisted in the procurement and deployment of new IT switching equipment, in anticipation of the expected end of life of the equipment in use.
115. The digital library now has an interface with compatibility of digital records exchange between IDEP library and its partner’s digital libraries.
116. Presently, all network and computer accesses have been made secured throughout the Institute. Viral attacks are immediately confined due to real time servers monitoring and there are few risks to see the whole network infected.
117. At the Institute, all web and network services continue to be fully functional, with no interruptions except during internal maintenance or problems resulting from power outages. The back-up policies and security settings put in place now guarantee the Institute’s business continuity and the safety of stored data.
118. In the second quarter of the year, two servers crashed due to mechanical failures. However, no data were lost and this incident did not affect the productivity of staff nor the availability of network services during the work week.
119. Looking ahead, the challenges the Unit anticipates include: the upgrading of the Internet bandwidth; continuous training to the IT staff; Improvement of all new online platforms; Implementation of failover solutions on all online platforms; and the deployment of unified internal communications system.

## VII. ADMINISTRATION

120. The Administrative Division provides critical support to the other divisions and units at IDEP to ensure the smooth running of all training, capacity building, policy research and associated activities.

### **Revenue Generation**

121. Please refer to Financial Section of the report.

### **Facilities Management**

122. Following on from the preliminary arrangements for renovations made in 2013, efforts to upgrade the training and conference facilities to a higher standard picked up quite significant from the onset of 2014. Full scale renovations were undertaken in the conference room, two lecture rooms, interpretation booth for one lecture room, and public toilets to improve the learning environment. Additionally, two study areas with a capacity of 15 were built within the gardens to provide space for group discussions. Renovations to the building annexes were completed, which allowed for planned office re-allocations to be effected. General maintenance issues conducted in the year include the repair of all roof leakages in some offices, door repairs, and plumbing.
123. Given the nature of the business of the Institute and the need for business continuity, as a result of the numerous electricity disruptions experienced during the winter period in Dakar, the Institute invested in the procurement of a 110KVA electric generator. Since installation, the generator now provides much needed power back-up services in such circumstances.
124. An evaluation of all obsolete and out-of-use equipment and vehicles led to an asset disposal exercise that was conducted successfully between November and December 2014. Proceeds from the sale were credited against relevant asset accounts where necessary, otherwise recognised as “other income”. Two salvage vehicles were sold in this process amongst other items.

### **Staffing and Human Resources**

125. Despite the noted growth in programme size from 2013, owing to the lack of extra-budgetary resources, planned recruitments had to be suspended in 2014. Specifically, four professional posts approved within the programme budget to bolster the programme human resources were not realised on account of the same.
126. The Institute welcomed its Administrator (February) and Programme Assistant (April) whose recruitment processes were concluded late 2013, bolstering the Administration and Training Division respectively. The selection process for the Head of Research and Knowledge Management (P3) was concluded towards the end of 2014 and the selected candidate is expected to join early 2015.

127. Due to changes in personal circumstances, the Research Assistant who proceeded on study leave in 2013 terminated her engagement with the Institute. This was followed by the departure of the Finance Intern, resulting in the recruitment of a replacement.
128. Owing to the movements above, the total staff headcount increased by 4% to 29, (2013; 28).
129. The retirement of two (2) members of the Training Division is expected in 2015. In anticipation of these changes, preparations for replacements will begin in advance, so as to allow for a smooth transition and continuity.

### **Transport and Logistics**

130. Following the proposal tabled to ECA for additional funding of US\$120,000 to purchase two (2) 30-seater buses, the sum of \$45,000 was made available to IDEP by the ECA. IDEP used these resources to procure a 30-seater Toyota Minibus. The procurement process was concluded in June 2014 and the unit has gone a long way to assist in addressing the participant-transportation constraints that the Institute was experiencing. Depending on the growth of the programme, the requirement for a second vehicle shall be reviewed in due course.
131. IDEP's vehicle pool now stands at 4, including one official vehicle.

### **Safety and Security**

132. Based on recommendations made in the MOSS and MORSS compliance report, several other items were addressed as follows: a safety committee was appointed and took the implementation of the recommendations of the report as its first assignment; two faulty satellite phones were replaced and the satellite phone service was reactivated; a re-cabling exercise of all open wires was conducted; electrical work to fix all areas with faulty lights was conducted to ensure sufficient lighting around the building; the gate at the front of the building was repaired and new locks procured; an evacuation and firefighting training session was arranged with United Nations Department of Safety and Security (UNDSS) for all staff on the premises; a staff evacuation meeting point was designated; and two water-pumps were procured and installed in the basement to pump out water in the rainy season and thereby protect the library resources in the basement from damage as well as to keep the walls dry and reduce the electrical risk.
133. Additionally, the services of a third day-guard have been secured from February 2015 in response to the specific recommendation to reinforce the security of the premises in this manner.

### **Other Support Activities**

134. The Division provides both upstream and downstream support to other divisions within the framework of training and research support programmes, including coordination of various internal and external events (training sessions, conferences, workshops and so on).

**Figure 11: Highlight some of key activities performed in support to other divisions**



### Challenges and the Way Forward

135. With the aim of continuously enhancing the learning experience of all trainees at the Institute, the Administration Division will seek to:
- i. Continue with ongoing upgrades to the facilities, with the goal of improving the learning environment for visiting officials. This exercise will also address any wear and tear resulting from the aging of the facilities;
  - ii. Continue to explore its decentralisation strategy in response to the spread of the deadly Ebola virus in West Africa which affected participation to some of IDEP's courses held in Dakar.
  - iii. Continue to implement the recommendations of the MOSS and MORSS Compliance report so as to increase the security of the premises.
  - iv. Commence succession planning and the preparation of staff development plans so as to address human resource gaps for business continuity.
  - v. Respond to the feedback from participants regarding their hotel accommodation and lunch meal by evaluating other available service providers and selecting those that meet the standards that IDEP wishes to maintain in order to meet the expectations of its clients.



# 2013 FINANCIAL REPORT

## **A. INTRODUCTION**

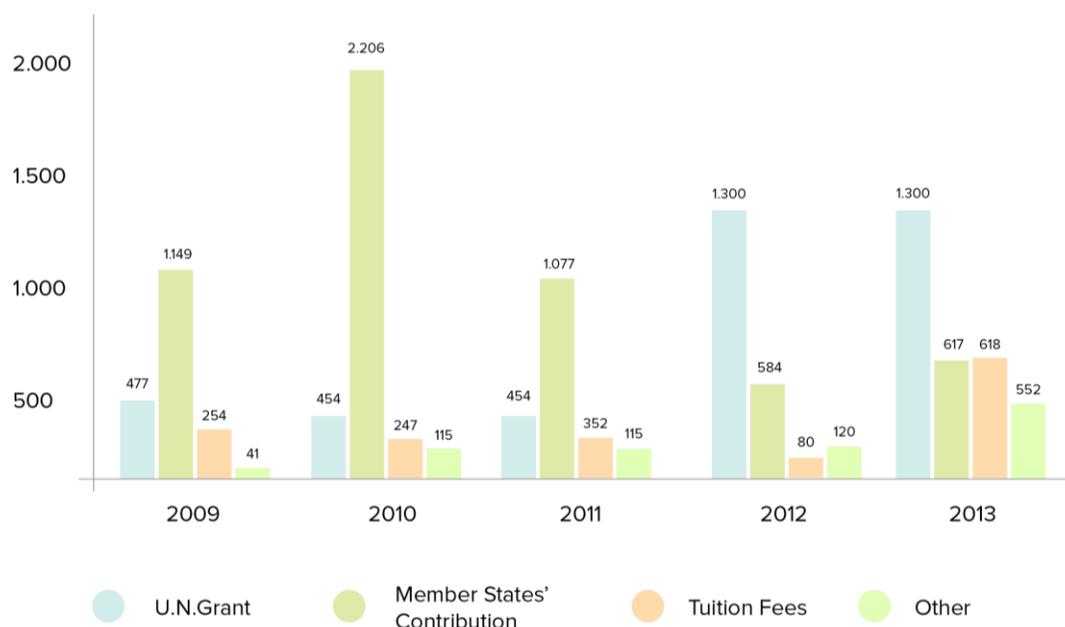
136. The finance function is a sub-unit of the Administration Division and is responsible for processing payments, financial reporting, enforcing internal controls, providing financial advice, compliance, budget management, and processing payroll, amongst others. This report details the financial performance of the institute in 2013 and should be read in conjunction with the Annual Financial Statements (AFS). It is presented in four parts: Regular Budget Income (RB) and Expenditure Analysis, Extra-Budgetary (XB) Income and Expenditure Analysis, Summary Financial Performance, Challenges and Way-Forward.
137. Whilst the UN classification of RB would only apply to the UN Grant, for purposes of grouping, IDEP includes contributions from member states and other internally generated resources in this group. However, note is always taken to present them separately to allow for further analysis.

## **B. REGULAR BUDGET INCOME AND EXPENDITURE ANALYSIS**

### **INCOME**

138. The regular budget is used to finance the management of the Institute. In 2014 the UN grant to IDEP was sustained at \$1,300,000 making up 42% of the total regular budget income generated by IDEP in 2013 (see Figure 12 and Table 10). Member states contributions grew by 6% to US\$617,366 (2012: US\$584,127) owing to increased efforts employed in the year to collect assessed contributions. A detailed analysis of member states contributions is provided under point 143 and 144 below.
139. The UN Grant, Member States Contributions, Tuition Fees, and Miscellaneous Income remain the main sources of regular budget income for IDEP in the year. As detailed in Table 1, total RB income generated in 2013 significantly increased by 48% to US\$3,088,107 (2012: US\$2,084,614), making up 87% of the 2013 RB allotment of US\$3,567,350 .

**Figure 12: RB & UN Grant Income by Funding Source**



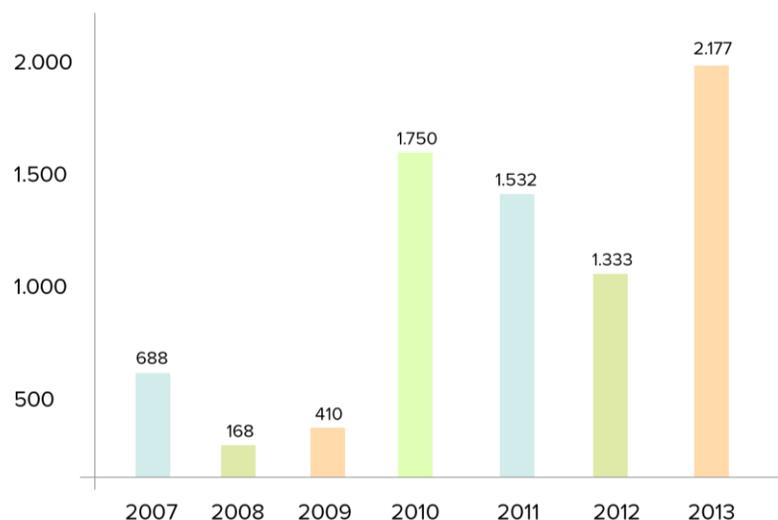
**Table 10: RB & UN Grant Income by Source**

Funding Source	2009	2010	2011	2012	2013
U.N Grant	476.743	453.700	453.904	1300.000	1300.000
Member States' Contributions	1149.318	2.206.341	1.076.900	584.127	617.366
Tuition Fees	254.200	247.000	351.701	80.000	618.400
Other	41.223	115.289	154.825	120.487	552.341
<b>TOTAL</b>	<b>1.921.484</b>	<b>3.022.330</b>	<b>2.037.330</b>	<b>2.084.614</b>	<b>3.088.107</b>

140. As can be noted in Figure 12 and Table 10, Tuition Fees collected in 2013 increased by significantly by almost 700% compared to 2012 due to the two-fold increase in the number of courses delivered in the year following the designation of IDEP as the training arm of the ECA.
141. The year 2013 also saw an almost four-fold increase in the revenue generated from other income sources, the largest of which came relates to overheads income recovered from courses held with various partners in the year. 2013 goes down in the history of IDEP as the year in which IDEP worked with the largest number of partners to deliver various courses, a strategy that IDEP has embraced as a way-forward.

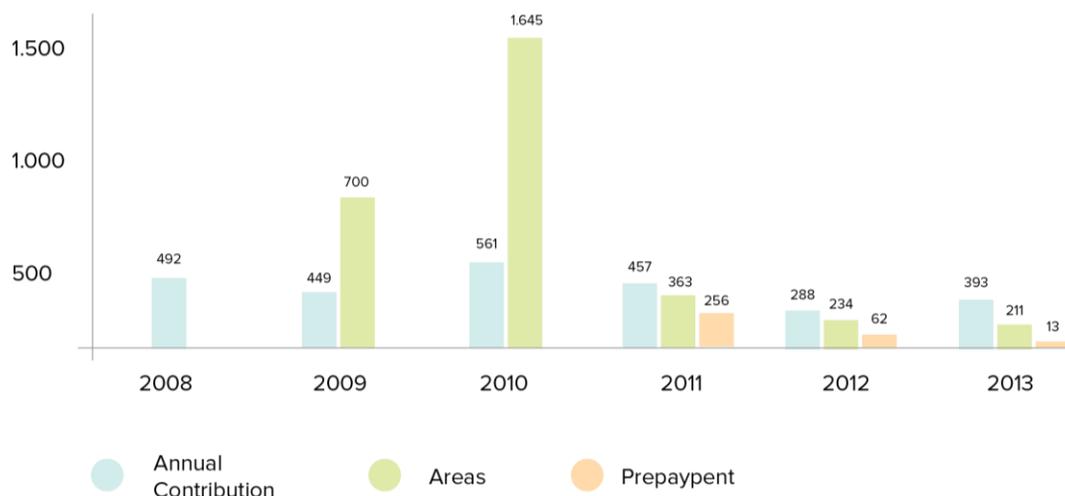
142. Expenditures under the regular budget for 2013 totalled US\$2,244,406, leading to an operating surplus of US\$843,701 and hence increasing the reserves balance (see Schedule 3 of the 2013 Financial Statements). As a consequence, compared to 2012, the Surplus Account Balance increased by 63% to US\$2,176,532 (2012: US\$1,332,830) – see Figure 13. This is in line with IDEP’s commitment to maintaining sufficient funding reserves to anchor sustainability during hard times of low funding. This trend will be the standard until a sufficient level of reserve funds, one year’s full running-costs-worth, is achieved.

**Figure 13: USD Surplus Account Balance Trend**

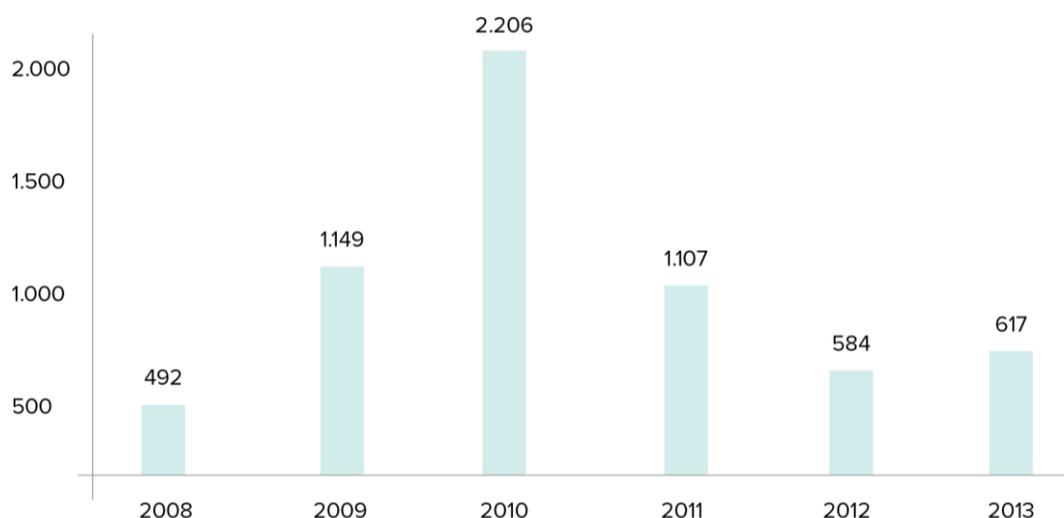


143. In total for 2013, Member States contributed 45% of the annual assessed contributions of US\$1,358,000. Analysed further, 64% (US\$393,000) of the total of contributions related to 2013 assessed contributions, whilst 34% (US\$211,148) was paid as arrears, and 2% (US\$ 13,218) as a prepayment of future contributions. Excluding arrears and prepayments, only 30% of the 2013 assessed contributions were paid compared to 21% for 2012. Overall this is an encouraging trend and it is expected that continued efforts shall yield even higher contribution rates in upcoming years. However, the low contribution rate continues to be a problem as the three-year moving average contribution rate over the years is still significantly low. Efforts are still on-going to increase the contribution rate, inclusive of which are: annual letters to member States followed by reminder letters, both from the office of the ECA Executive Secretary; follow up during country visits by the Director of IDEP; and reminders to senior officials from respective member states attending IDEP events. (See schedule 5 of the AFS, and Figures 14 and 15 for more detailed analysis of 2013 contributions).

**Figure 14: 6-Year Contributions Breakdown**



**Figure 15: 6-Year Total Contributions Tracking**



144. As detailed in schedule 5 of the AFS, out of the 53 member States, 11 countries paid their annual contributions compared to 12 in 2012 and 15 in 2011. Contributions receivable continue to stand at 51% (US\$16,264,129) of the total assessed contributions to 2013 of US\$32,069,000. Whilst the financial challenges that African countries face are noted, increased collection efforts and the encouraging responses so far received are expected to significantly reduce this receivable within the medium term. Tables 11 and 12 present an 11-year trend of the status of total contributions by group and a further analysis of the 2012 status by country.

**Table 11: Summary Count of Member States Contributions**

Year	Number of countries			
	Never paid	Paid less than 50%	At least 50% but less than 100%	No arrears
2003	21	15	12	5
2004	21	17	12	3
2005	21	16	12	4
2006	21	16	11	5
2007	21	13	13	6
2008	19	15	14	5
2009	17	15	15	6
2010	15	14	15	9
2011	15	15	13	10
2012	15	15	15	8
2013	13	19	14	7

**Table 12: Classification of Contributing Countries**

Never Paid Assessed Contributions	Paid less than 50% of their contributions	Paid between 50%-100% of Assessed Contribution	Countries with no Contribution Arrears
Algeria	Burundi	Benin	Angola
Botswana	Chad	Cameroon	Burkina Faso
Cape-Verde	Ethiopia	Congo	Cote d'Ivoire
Comoro	Gabon	Equatorial Guinea	Egypt
Central African R.	Gambia	Madagascar	Kenya
Djibouti	Guinea	Malawi	Lesotho
D.R.Congo	Liberia	Namibia	Swaziland
Eritrea	Libya	Nigeria	
Ghana	Mali	Senegal	
Guinea Bissau	Mauritania	Seychelles	
Niger	Morocco	Sierra Leone	
Somalia	Mauritius	Tunisia	
Sudan	Mozambique	Uganda	
	Sao Tome & Príncipe	Zambia	
	South Africa		
	Rwanda		
	Tanzania		
	Togo		
	Zimbabwe		

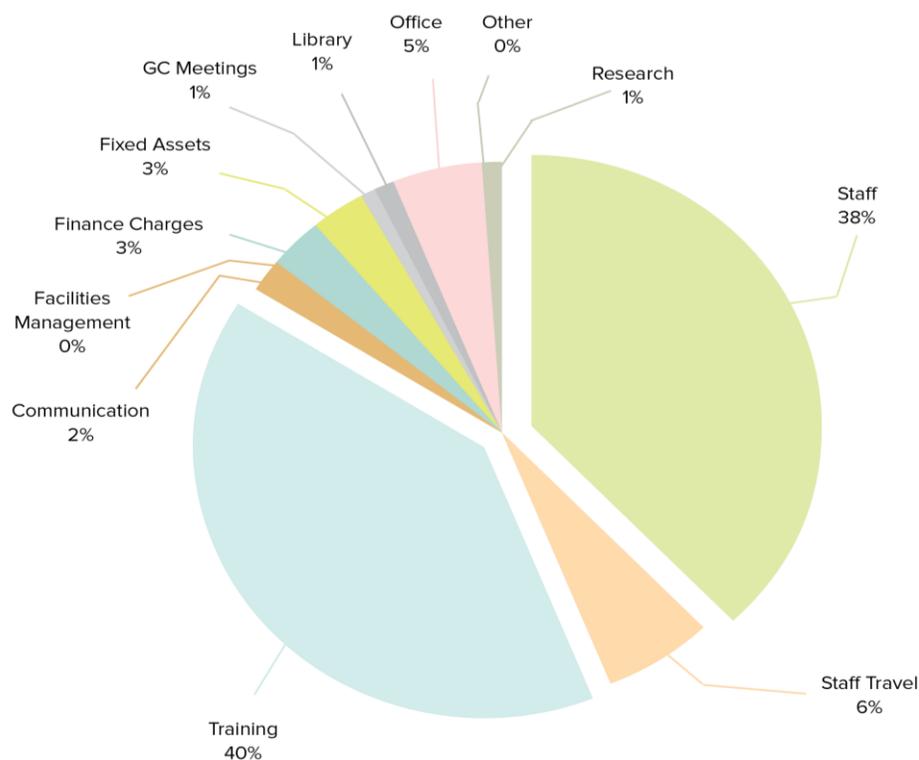
## EXPENDITURES

145. The total expenditure under the regular budget was US\$2,244,406 which significantly lower than the budgeted allotments of US\$3,567,350 for 2012 (i.e. 63%) for the reason that a lot of activities in the year were funded by XB funds and thus allowed for a deliberate lower burn rate for the RB funds, which are reservable. As per Table 13, expenses were fairly shared between the UN Grant and other RB expenses in the year. Also presented in Figure 15 is the breakdown of the aggregated RB expenditure by major categories. By design, most administrative expenses are charged to the two RB sources of funding whilst the restricted nature of XB funds entails a programmatic expense-focus.

**Table 13: Expenditure Allocation by RB Funding Source**

Expenditure Allocation	Amount	Percentage
UN Grant	1,181,985	53%
Other Regular Budget	1,059,706	47%
<b>Total</b>	<b>2,241,691</b>	<b>100%</b>

**Figure 15: 2013 RB Expenditure by Main Category**



146. Presented in Figure 16 is the trend for expenditures financed from the regular budget and UN grant for the last four years compared to corresponding revenues. Whilst the last two years total RB income has been lower than expenditures and, therefore, negatively impacting the reserves built up, IDEP is hopeful that current efforts in place to mobilise more resources as well as reduce costs where possible will yield results soon and support the operational reserves initiative.

**Figure 16: Five-Year RB Income and Expenditure Trend**



147. It can be observed that RB expenses have relatively remained constant over the past three years, signalling a steady state for the Institute as far as administrative and selected programme expenses are concerned.

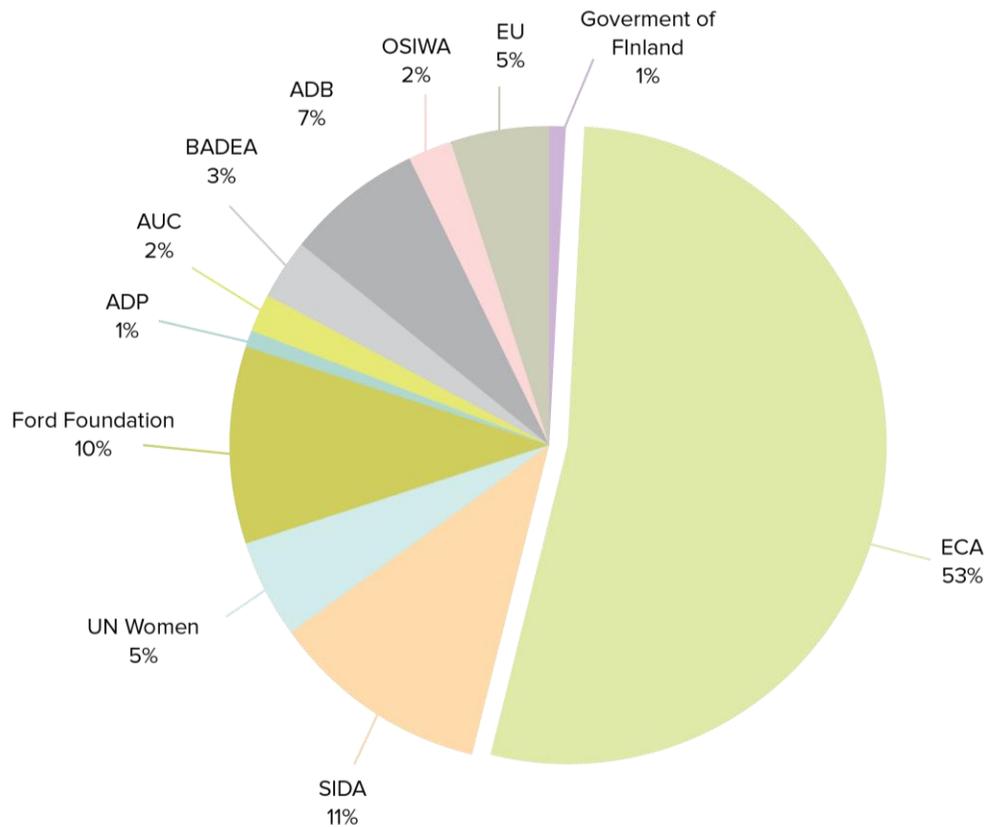
### C. EXTRA-BUDGETARY INCOME AND EXPENDITURE ANALYSIS

148. Extra-budgetary (XB) resources are mainly used for training, research and advisory activities and, exceptionally, for institutional support. They represent the main source of overhead income for the institute. By their nature, XB resources are governed by the terms and conditions agreed-upon with the funding partner, including the project length, which usually is different from the Institute’s fiscal year. Detailed Income and Expenditure schedules are presented in the AFS (see schedules 7 to 16).

149. As per Figure 17 and Table 14, total funds allocated for 2013, comprising of new funding commitments and carry-over balances from 2012 for continuing grants, amounted to US\$4,510,347, an increase of 66% over the 2012 comparative (US\$2,716,374). This is owing to

the designation of IDEP as the training arm of the ECA and the subsequent transfer of a significant number of training activities to IDEP. Figure 17 evidences this with a 53% composition of all XB being attributed to the ECA as compared to 25% in 2012.

**Figure 17: XB Resources by Funding Partner**



**Table 14: 2013 XB Available by Funding Partner**

Funding partner	Project Name	Amount(US\$)
SIDA	Africa Research-Policy Nexus	511.402
UN WOMEN	Short-course on Gender-responsive Economic Policy Management	204.864
Ford Foundation	Support to develop and pilot short-courses on Trade and Mineral Contract Negotiations	433.910
ADP	Strengthening policy making capacities of emerging African diaspora ministries	47.547
AUC	AUC course on migration and social policy	90.344
BADEA	Training on Economic Coordination and Regional Integration	135.360
ADB	PARC-GEF DNP Guinea	317.918
OSIWA	Training on Mineral Negotiations for Parliamentarians. Media Actors and Civil society	94.905
EU	Support for Africa-AU PartnerShip on Migration. Mobility and Employment	205.896
Government of Finland	Course on social policies in africa	63.406
ECA	Institutional Support and various short-term training programmes	2.404.795
<b>Total</b>		<b>4.510.347</b>

150. Total income actually received in 2013 related to XB totalled US\$3,446,616 (see schedule 2 of AFS), representing 76% of available XB funds, and a 66% increase on 2012 (US\$2,076,803). A total of US\$4,139,020 in expenses was charged to XB resources, representing 92% absorption rate (2012: 70%). As stated in the 2012 report, most of the grants were scheduled to end in 2013, hence the peaking absorption rate.

## D. SUMMARY FINANCIAL PERFORMANCE

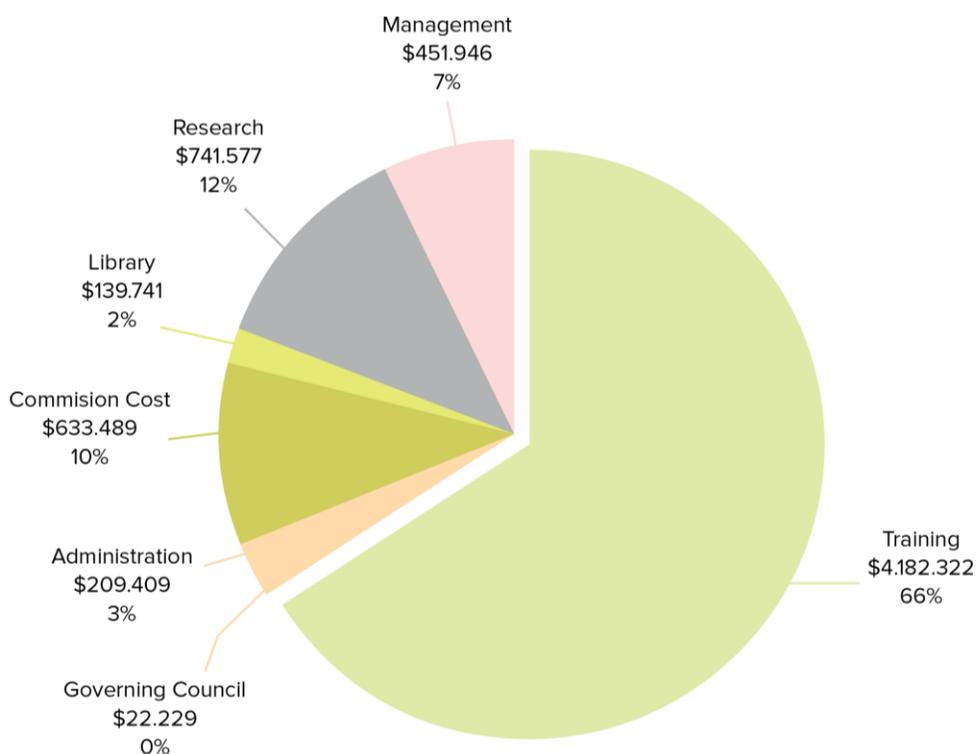
151. From a consolidated point of view, the Institute had a financially sound financial year 2013 resulting in a sizeable surplus credited to the reserves account, owing to the movement shown in the summarised income and expenditure statement shown in Table 15. It has to be noted that the aggregated surplus of US\$2,547,858 (representing a 6% growth on 2013) is a result of the 2013 surplus from RB (US\$843,702) which is directly credited to the reserve account, and 2013 nominal deficit from XB resources (US\$692,404) respectively (see schedule 2 of the AFS). The nominal deficit is figurative since the XB opening balance of \$1,063,731 was sufficient to cover it.

**Table 15: Summary Financial Report**

Description	RB US\$	XB US\$	Total (RB+XB) US\$
Opening Surplus	1.332.830	1.063.731	2.396.561
Total Income Generated	3.088.107	3.446.616	6.534.724
Total Expenses	2.244.406	4.139.020	6.383.426
2013 Surplus	843.702	(692.404)	151.297
2013 YE Surplus	2.176.532	371.327	2.547.858

152. Further detailed analysis is presented in Figure 18 detailing the ratios of the total expenditure according to the major cost centres at the Institute. As expected, Training, the main activity of IDEP has a ratio of 66% (2012: 51%), followed by Research at 12% (2012: 12%), all key programmatic areas of the Institute. Library costs stood at 2% (2012: 3%) of total expenditure as expected since this cost centre will mostly show increased expenditure when large number of library resources are procured, which was not the case in 2013 as was in 2012. The remaining 20% (2012: 21%) funded all indirect costs at the Institute.

**Figure 18: 2013 Total Expenditure by Cost Centre**



153. The 2013 financial statements therefore attest to the healthy financial position of the IDEP. No outcome from 2013 has impaired its going concern status for the foreseeable future. This is further enforced by the ECA’s decision to reposition IDEP as its training arm, coupled with the Institute’s continued ability to mobilise significant resources. It has to be noted that such a significant programme growth in a year, not matched with a growth in human resource capacity, could in the short term mean that IDEP slows down its XB mobilisation efforts in order to deliver quality on its portfolio with the ECA.

## **E. CHALLENGES AND WAY-FORWARD**

154. IDEP continued to face challenges in collecting full annual assessed contributions from member States as well as with delays in receiving funds from partners which at times impacted on training scheduling. Close and timely follow-ups with funding partners and member States will be employed to address these issues.
155. The spread of the Ebola virus also posed a great challenge in participation, in particular from losses due to penalties from cancelled air tickets and other logistical arrangements. The decentralised strategy shall be used to address this and similar challenges.
156. Rapid programme growth unmatched by growth in human resources capacity also presented a challenge. A list of position, professional and local has been approved for hire in the 2014/15 biennium.



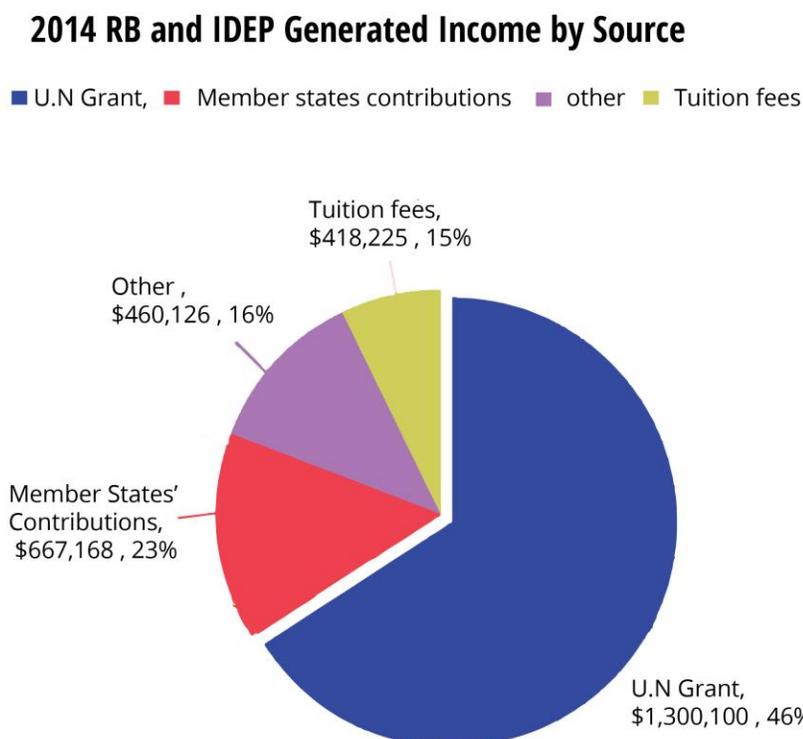
# 2014 FINANCIAL REPORT

## A. REGULAR BUDGET RESOURCES

### INCOME

157. The information presented in this section is based on the 2014 audited financial statements.
158. As per interim position presented in Figure 19, the UN Grant made up 46% total RB and other income generated in 2014, compared to 42% in 2013, due to significant decreases in income generated by the other three sources, most especially tuition fees which decreased by 32% (2013: US\$618,400) to US\$417,225, as well as other income which decreased by 17% (2013: \$552,341). The reason behind the drop in tuition and other revenue is due to a significant drop in the number of XB funded activities, especially short-courses, from which tuition fees and overhead is recovered. Much less than allotted XB funds were received from the ECA in 2014. Consequently, total RB income generated in 2014 (US\$2,845,620) shrank by 8% from the 2013 comparative (US\$3,088,107).

**Figure 19: 2014 RB and IDEP Generated Income by Source**



159. The RB Income generated surpassed fell short of the 2014 allotment of US\$3,587,292 by 21%, further exposing the inherent risk of generating revenue from XB sources and emphasising the impact of low XB levels to the recently expanded programme..

## MEMBER STATES' CONTRIBUTIONS

160. In total for 2014, member States contributed 49% of the assessed contributions of US\$1,358,000, an increase of 4% on 2013. This is an encouraging sign and a result of the increased collection efforts by IDEP.
161. Analysed further, 67% (US\$438K) of the total of contributions related to 2014 assessed contributions, a slight improvement over 2013 (64%). Arrears made up 24% (US\$158K) whilst Prepayments made up 10% (US\$69K) of the total contributions in 2014 compared to 34% and 4% in 2013 respectively. Excluding arrears and prepayments, only 32% of the 2014 assessed contributions were paid compared to 29% in 2013, a rather small sign of progression.
162. Efforts are on-going to increase the contribution rate, inclusive of which are: annual letters to Member States followed by reminder letters, both from the Executive Secretary; follow up during country visits by the Director of IDEP; and reminders to senior officials from respective member states attending IDEP trainings and workshops. (See Table 16 for an analysis of the 2014 contributions received).
163. Five (5) countries (Burkina Faso, Congo, Cote D'Ivoire, Kenya, and Swaziland) are ahead in their contributions whilst countries such as Egypt, Lesotho, and Senegal, have paid their contributions in full. Of particular note is that Morocco has reignited its interest in IDEP and has formally promised to pay up its arrears and host the first Technical Advisory Committee meeting of 2015.

**Table 16: List of countries that contributed in 2014 (USD \$)**

Countries	Annual Contribution	Arrears Paid in 2014	Prepayment	Total Amount Paid in 2014
Congo	15,000	42,903	68,442	126,345
Egypt	80,000			80,000
Equatorial Guinea	10,000	20,000		30,000
Kenya	32,000		976	32,976
Lesotho	15,000			15,000
Madagascar	18,737			18,737
Namibia	24,000			24,000
Niger	9,975			9,975
Nigeria	80,000			80,000
Senegal	24,000	9,462		33,462
Swaziland	24,000	31,077		56,726
Togo	40,000			40,000
Tunisia	15,000	48,123		63,123
Uganda	18,650			18,650
Zambia	32,000	6,174		38,174
<b>Total</b>	<b>438,362</b>	<b>157,739</b>	<b>69,418</b>	<b>667,168</b>

164. Expenditures charged to the regular budget in 2014 amounted to **US\$3,136,401**, exceeding the revenue by 10%, and representing an implementation rate of 87% against the allotted budget of **US\$3,587,292**, synonymous with programmatic implementation which achieved just over 96% implementation rate, whose accomplishment required the tapping into reserves to finance the cash deficit amongst other strategies.
165. According to the financial summary in Table 17, the Surplus Account Balance was subsequently reduced by **US\$345 617**, through a net negative combination of RB and XB deficits, thus shrinking the total reserves by 14% to US\$2 202 242, in contrast to the 6% growth experienced in 2013. This is a set-back to the sustainability vision of the Institute which subsequently calls for increased and diversified efforts to continue growing the reserves.

**Table 17: 2014 Financial Summary (USD \$)**

Description	RB US\$	XB US\$	Total (RB+XB) US\$
Opening Surplus	2,176,532	371,327	2,547,859
Total Income Generated	2,845,620	2,735,967	5,581,587
Total Expenses	3,136,401	2,790,803	5,927,204
2014 Surplus	(290,782)	(54,835)	(345,617)
<b>2014 YE Surplus</b>	<b>1,885,750</b>	<b>316,492</b>	<b>2,202,242</b>

#### **EXTRA-BUDGETARY RESOURCES**

166. The extra-budgetary resources mobilized in 2014 amounted to US\$2,735,967 reflecting a decrease of 21% compared to 2013 as shown in Table 15 above.
167. Subsequently, resources coming from ECA decreased by 14% compared to 2013 (\$2,070,669). Against a PIP XB allotment of US\$5,886,700 for 2014 however, the shortfall was very significant i.e. 70% not realised.
168. Still on Table 18, when the generic ECA XB is aggregated with other XB sourced from ECA divisions received for earmarked activities, the ECA contributed a significant 65% of the 2014 XB. This further demonstrates the importance of stability in the ECA funding component to IDEP.
169. Total expenses charged to XB resources in the year amounted to US\$2 790 803, a funds utilisation of over 100%, compared to 94% in 2013. The remaining XB funds at 31st December 2014 are for continuing grants.

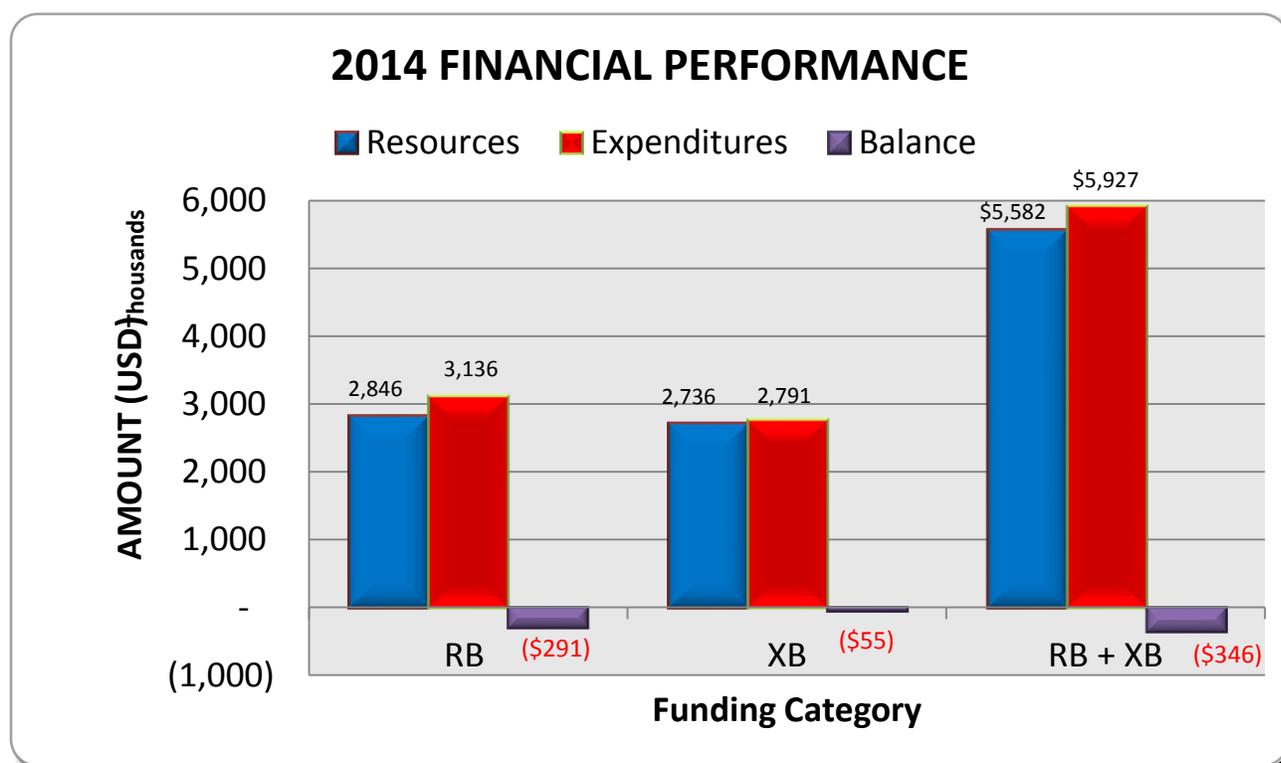
**Table 18: Schedule of available XB funds**

PROJECT	Description	2013 Cumulative Balance	2014 Income	Expenditur	2014 Balance	2014 Cumulative Balance
SWE-74765	Africa Research-Policy Nexus	25,554	-	-	-	25,554
ECA-82XXXX	Projects financed by ECA	729,533	1,789,112	2,500,809	(711,696)	17,837
EUF-74768	Support for the Africa-EU Partnership on Migration, Mobility & Employment	(31,659)	-	-	-	(31,659)
FRF-74769 (2)	Support to Develop & Pilot Short Courses on Trade & Mining Contract Negotiations	89,542	-	89,542	(89,542)	-
FRF-74769 (3)	Support to Develop & Pilot Short Courses on Trade & Mining Contract Negotiations	-	300,000	87,309	212,691	212,691
UNW-74771	UN Women New York	81,690	-	5,000	(5,000)	76,690
UNW-74771	UN Women - Gender Responsive Budgeting (GRB) ToT course	13,442	-	4,662	(4,662)	8,780
BAD-74783	BADEA Short Term course	(492,092)	489,746	(2,347)	492,092	-
BAD-74783	BADEA Courses in Benin and Cameroun	(25,822)	25,822	-	25,822	-
OSW-74781	Open Society Initiative for West Africa	51,213	-	44,666	(44,666)	6,547
ADB-74787	PARCGEF DNP GUINEA	(33,467)	35,324	1,857	33,467	-
AUC-74787	African Union Commission - Migration & Social Policy Courses	(96,474)	95,963	(511)	96,474	-
ADP-74790	Strengthening policymaking capacities of emerging African diaspora ministries in migration & development	(3,590)	-	(3,590)	3,590	-
FIN-74784	Finland Government: Social Policy Course	63,406	-	63,406	(63,624)	-
<b>Total XB</b>	-	<b>371,276</b>	<b>2,735,967</b>	<b>2,790,803</b>	<b>(55,053)</b>	<b>316,440</b>

## 2014 SUMMARY FINANCIAL PERFORMANCE (US DOLLARS)

170. As per Figure 20, financial performance figures show a more than 100% aggregated absorption rate for the year 2014.

**Figure 20: Aggregated 2014 Income and Expenditure**



171. Despite the overall deficit picture presented above for 2014, IDEP was able to achieve an almost 100% programme implementation performance through the use of a combination of strategies including cost-sharing partnerships for delivering some courses, decentralisation, and cost control measures. These strategies are to be continued into the future coupled with strong resource mobilisation. It is expected that the launching of e-learning courses shall also drastically reduce the cost per course and lead to a curtailing of on-site courses which are comparatively expensive from a logistics point of view.

### B. REGULAR BUDGET RESOURCES

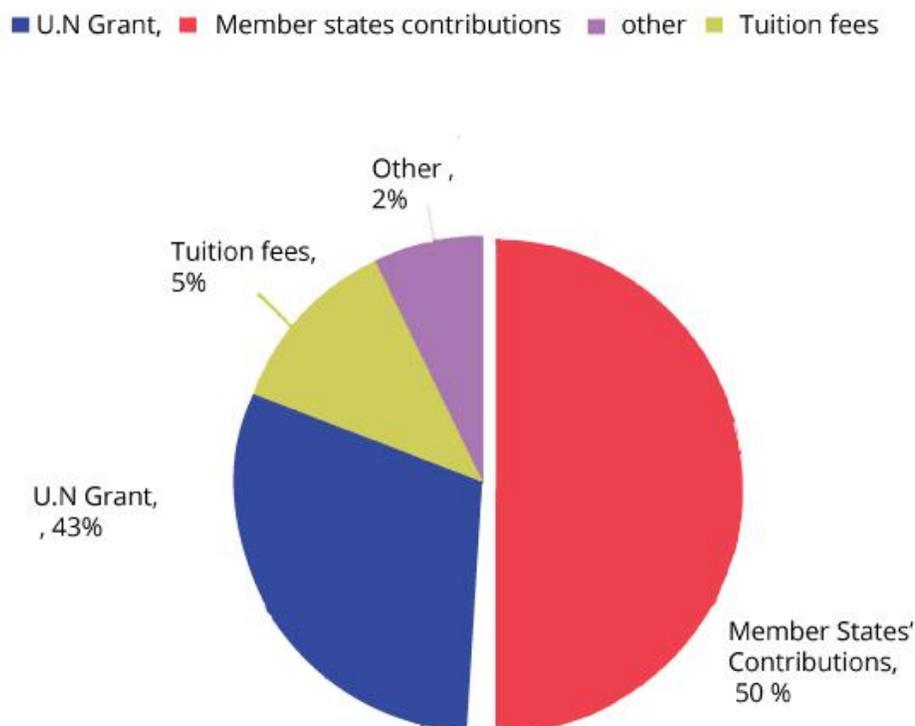


# 2015 INTERIM FINANCIAL REPORT

172. The information presented in this section is based on interim (unaudited) financial statements.
173. As per the interim position presented in Figure 21, 2015 was an unprecedented year of the past three with respect to the total contributions made by member States i.e. 50% (\$1.5 million) of all regular budget and IDEP generated income as compared to 23% (\$667K) in 2014. This was owing to the continued efforts and more specifically the visits to a few countries to encourage them to pay arrears. The UN Grant, at its usual \$1.3 million was steady at 43% of the total RB and other income generated in 2015, due to the significant drop on the other resource components, especially tuition fees, which dropped to just 5% (\$143K) compared to 42% (\$417K) in 2014 due to the sharp decrease in extrabudgetary resources over the productive period of the year from which such income is generated. Additionally and due to the same reason, a sharp drop in other income was realised, making up only 2% (\$55K) compared to 11% (\$330K) in 2014. Despite this drop in tuition fees and other income, in summary, the sum of \$3.0 million generated in 2015 was a 6% higher than the total generated in 2014 (\$2.85 million).

**Figure 21: 2015 RB and IDEP Generated Income by Source**

### 2015 RB and IDEP Generated Income by Source

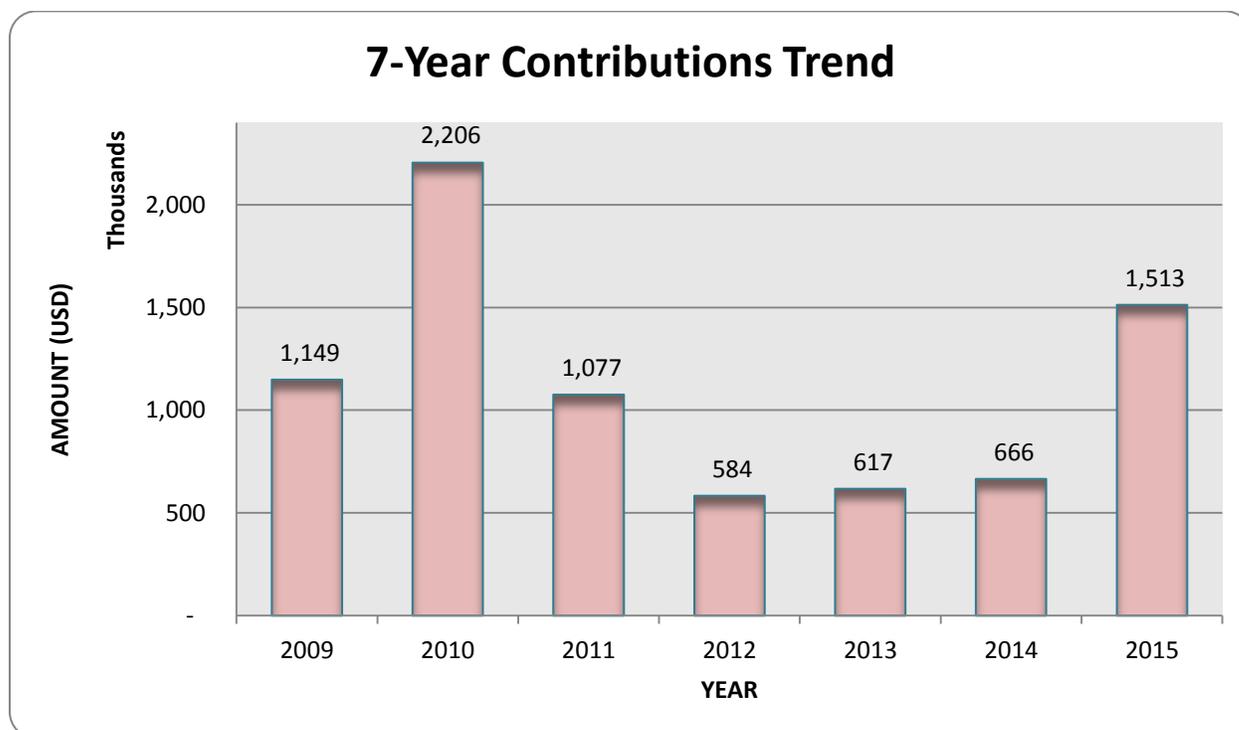


174. The RB Income generated fell short of the 2015 allotment of US\$3,644,221 by 17%, further exposing the inherent risk of generating revenue from XB sources and emphasising the impact of low XB levels to the recently expanded programme..

### MEMBER STATES' CONTRIBUTIONS

175. Except for 2010, 2015 is the only other year in which success is reported on receipts from member states beyond the total assessed contributions, see figure 22. Contributions received (\$1,515,317) surpassed the total assessed (\$1,358,000) by 11% as compared to 2014 where contributions fell short of the mark by 51%. This is an overall encouraging sign and a result of the increased collection efforts by IDEP which should be sustained.

**Figure 22: Seven-year contributions trend**



176. The detail does reveal a different picture though as actual assessed contributions dropped by 12% from \$438K to \$388K. The number of contributing countries 16 countries contributed, same as 2014, though not exactly the same countries. According to table 19 below, arrears received made up 68% (US\$1 million) whilst Prepayments made up 7% (US\$100K) of the total contributions in 2015 compared to 24% and 10% in 2014 respectively. Overall, whilst efforts to recoup arrears are yielding efforts, more efforts are needed to increase the number of countries that contribute consistently on an annual basis, which is much needed for the sustainability of the IDEP programme.

**Table 19: 2015 Contributions**

Countries	Annual Contribution	Arrears Paid in 2014	Prepayment	Total Amount Paid in 2014
Angola	32,000	32,000	64,000	128,000
Burkina Faso	14,664			14,664
Cameroun	24,000	10,432		34,432
Congo			12,427	12,427
Egypt	80,000			80,000
Guinea Bissau	10,000	20,000		30,000
Kenya	17,806		23,700	41,506
Madagascar	16,129			16,129
Malawi	15,000	75,701		90,701
Mali	15,000	286,205		301,205
Senegal	24,000			24,000
Sierra Leone	20,000	170,000		190,000
South Africa	80,000			80,000
Tanzania	24,000	429,959		453,959
Tunisia	16,294			16,294
<b>Total</b>	<b>388,894</b>	<b>1,024,296</b>	<b>100,127</b>	<b>1,513,317</b>

177. Efforts are on-going to increase the contribution rate, inclusive of which are: annual letters to Member States followed by reminder letters, both from the Executive Secretary; follow up

during country visits by the Director of IDEP; and reminders to senior officials from respective member states attending IDEP trainings and workshops.

**Table 20: Status of arrears**

Never Paid Assessed Contributions	Paid less than 50% of their contributions	Paid between 50%-100% of Assessed Contribution	Countries with no Contribution Arrears
Algeria	Burundi	Benin	Angola
Botswana	Chad	Cameroon	Burkina Faso
Central African R.	Ethiopia	Cote d'Ivoire	Congo
Cape-Verde	Gabon	Equatorial Guinea	Egypt
Comoro	Gambia	Ghana	Kenya
Djibouti	Guinea	Lesotho	Senegal
D.R.Congo	Guinea Bissau	Libya	Sierra Leone
Eritrea	Liberia	Madagascar	Swaziland
Mauritius	Morocco	Malawi	
Niger	Mauritania	Mali	
Somalia	Mozambique	Namibia	
Sudan	Rwanda	Nigeria	
	Sao Tom & Principe	Seychelles	
	South Africa	Tanzania	
	Zimbabwe	Togo	
		Tunisia	
		Uganda	
		Zambia	

178. Three (3) countries (Angola, Congo, and Kenya) are ahead in their contributions whilst countries such as Burkina Faso, Egypt, Senegal, Sierra Leone, and Swaziland have paid their contributions in full.

179. Expenditures charged to the regular budget in 2014 amounted to **US\$3,077,294**, representing an implementation rate of just over 100% against revenue generated and 84% against the allotted budget of **US\$3,644,221**, synonymous with the annual programmatic implementation which achieved just over 90% implementation rate.

### **EXTRA-BUDGETARY RESOURCES**

180. The extra-budgetary resources mobilized in 2015 amounted to US\$1,713,602 reflecting a decrease of 37%, worse than the 21% decrease in 2014, a continuation of the worrying negative growth trend for extrabudgetary resources for the Institute. See Table 21 below.
181. Subsequently, resources coming from ECA, amounting to \$1 310 675, decreased by 27% compared to 2014 (\$1 789 112) despite making up 77% of all XB resources received in 2015. It has to be noted however, that 89% of this unrestricted revenue from the ECA was only received in December 2015, making it not possible to inject into 2015 operations effectively. Against a planned XB allotment of US\$5 944 000 for 2015 however, the shortfall was very significant i.e. 78% not realised, a trend continuing from 2014.
182. The above again demonstrates the importance of stability and timeliness of the ECA funding component to IDEP.
183. Total expenses charged to XB resources in the year amounted to US\$1 117 781, a funds utilisation of 85%, compared to just over 100% in 2014. The remaining XB funds at 31st December 2015 are for continuing grants.

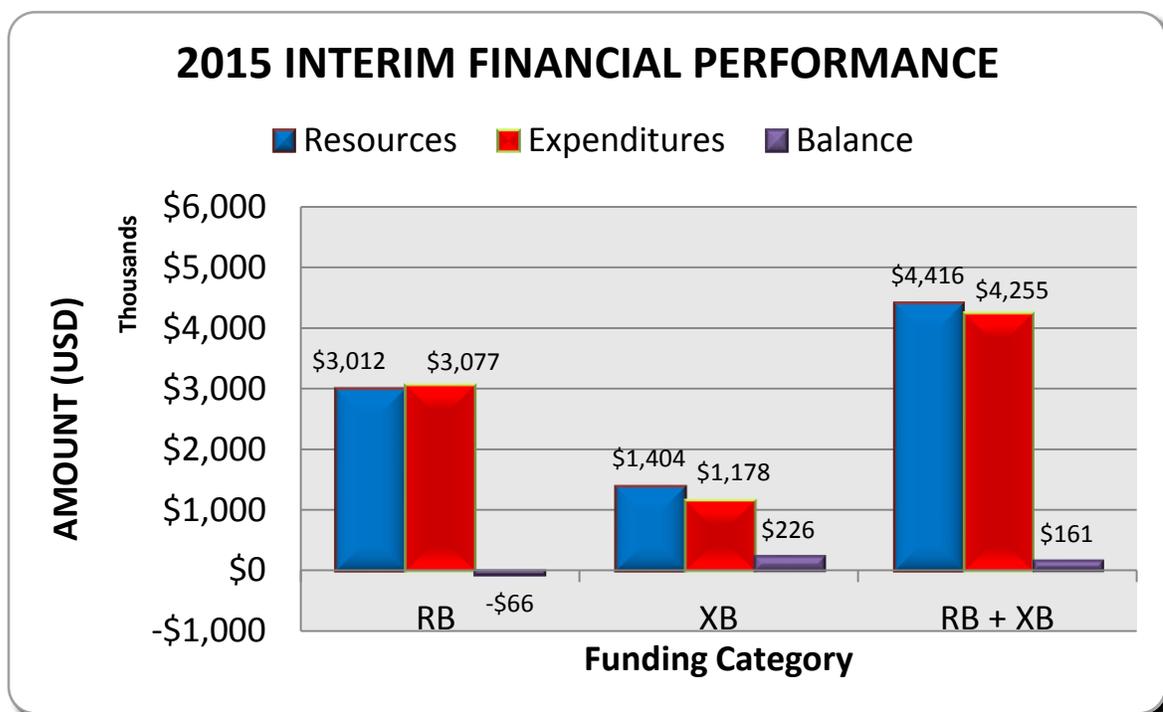
**Table 21: Schedule of available XB fund**

PROJECT	Description	2014 Closing Balance (II)	New Funds (I)	Total 2014 XB Funds (I + II)	2015 Expenditures	2015 XB Fund Balance
ECA-747XX	PROJECTS Financed by ECA (Prior Year)	(822,679)	1,163,100	340,421		340,421
ECA-747XX	ECA Retooling Courses	249,079	18,003	267,082	267,112	(30)
ECA-747XX	RITD LPI Training on large Scale Land Based Investment		71,980	71,980	71,980	
ECA-747XX	SRO-WA Taylor Made Course for ABGT Officials (Benin)		57,592	57,592	49,045	8,547
UND-PEI	PEI-IDEP Africa Gender Training with a Focus on ENRCCM		63,481	63,481	63,481	0
FRF-74769 (2)	SR-WA Monitoring & Evaluation of Dvlpt policies Guinea Bissau				55,997	(55,997)
FRF-74769 (3)	Ford Fundation	212,691		212,691	363,098	(150,407)
UNW-74771	BADEA "TIDA"		302,500	302,500	276,281	26,219
OSW-74781	OSIWA	6,547	5,287	11,834	5,287	6,547
EUF-74768	EUF - ICMPD	(31,659)	31,659	0		0
UNW-74771	UNWOMEN NY	76,690		76,690	25,500	51,190
	<b>TOTALXB</b>	<b>(309,332)</b>	<b>1,713,602</b>	<b>1,404,270</b>	<b>1,177,781</b>	<b>226,489</b>

## 2015 INTERIM SUMMARY FINANCIAL PERFORMANCE (US DOLLARS)

184. As per Figure 23, financial performance figures show an aggregated absorption rate of just under 100% for the year 2015.

**Figure 23: Aggregated 2015 Income and Expenditure**

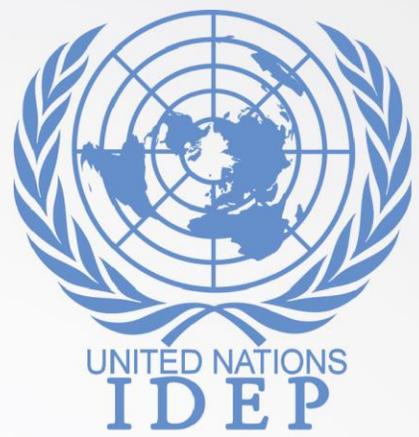


185. According to the financial summary in table 22, the Surplus Account Balance was subsequently increased by **US\$160,813**, through a net positive combination of an RB deficit and XB surplus, which is encouraging for a medium-term sustainability strategy.

**Table 22: 2015 Financial Summary (USD \$)**

Description	RB US\$	XB US\$	Total (RB+XB) US\$
Opening Surplus	1,885,750	316,492	2,202,242
Total Income Generated	3,011,617	1,404,270	4,415,888
Total Expenses	3,077,294	2,202,242	4,255,075
2015 Surplus	(65,677)	226,489	160,813
<b>2015 YE Surplus</b>	<b>1,820,074</b>	<b>542,981</b>	<b>2,363,054</b>

186. In a year where extrabudgetary funding was very low and a leadership transition took place at IDEP, the Institute was still able to achieve a programme implementation rate of 90%. A combination of strategies including cost-sharing partnerships for delivering some courses, decentralisation, and cost control measures were again employed in the year to cushion the impact and still sustain the high levels of performance. These proven strategies, coupled with the e-learning, which is many times more efficient, shall be employed onwards to reduce the cost.



# APPENDICES

## Appendix 1: IDEP Short Courses Implemented in 2014

Course Number	Short Course Title	Dates	Venue	Total number of Applications Received			Total number Participants		
				Total	Male	Female	Total	Male	Female
1.	Training Needs Assessment and Human Resources Policies (Session 1)	3 - 5 February	Dakar, Senegal	22	12	10	22	10	12
2.	Training Needs Assessment and Human Resources Policies (Session 2)	5 - 7 February	Dakar, Senegal	25	17	8	25	17	8
3.	Agricultural Policy in Africa	10 - 21 March	Dakar, Senegal	76	53	23	25	16	9
4.	International Trade Policy for National and Regional Development	31 March - 11 April	Dakar, Senegal	140	99	41	27	18	9
5.	Fundamentals of Development Planning	7 - 18 April	Dakar, Senegal	270	210	60	25	19	6
6.	International Trade Negotiations	7 - 18 April	Dakar, Senegal	87	60	27	28	15	13
7.	Data Analysis for Development Planners	5 - 16 May	Dakar, Senegal	96	71	25	25	22	3
8.	Macroeconomic Modelling for Development Planners	12 - 23 May	Dakar, Senegal	83	67	16	24	17	7
9.	Industrial Policy in Africa	2 - 13 June	Dakar, Senegal	50	33	17	25	15	10
10.	Mineral policy and Contract Negotiations for Public Officials	14 - 25 July	Johannesburg, south Africa	62	44	18	24	15	9
11.	Migration Policy for RECs	4 - 8 August	Dakar, Senegal	60	45	15	17	14	3
12.	Social Policy for Development Planners	4 - 15 August	Dakar, Senegal	200	130	70	25	12	13

13.	Economic Accounts for Agriculture (English Session)	11 - 15 August	Dakar, Senegal	8	7	1	8	7	1
14.	Economic Accounts for Agriculture (French Session)	11 - 15 August	Dakar, Senegal	11	9	2	11	9	2
15.	OSIWA / IDEP course on Mineral Policy and Contract Negotiations for Parliamentarians and Members of Civil Society	11 - 22 August	Dakar, Senegal	55	46	9	26	20	6
16.	ToT on Gender - responsive Economic Policy Management	8 - 12 September	Dakar, Senegal	85	37	48	8	3	5
17.	Deeper Regional Integration in Africa (English session)	13 - 17 October	Dar Es Salaam, Tanzania	68	41	27	24	20	4
18.	Regional Integration in Africa	27 Oct. - 7 Nov.	Dakar, Senegal	90	68	22	25	15	10
19.	IDEP / COMESA course on Trade Policy Analysis using Eviews software	3 - 7 November	Nairobi, Kenya	29	24	5	29	24	5
20.	ToT on Land Policy in Development Context	10 - 12 November	Dakar, Senegal	30	20	10	14	10	4
21.	IDEP / UJ course on Mineral Economics	24 - 29 November	Johannesburg, South Africa	30	25	5	15	15	0
22.	IDEP / UJ course on Mineral Governance	24 - 29 November	Johannesburg, South Africa	21	14	7	14	9	5
23.	Gender-Responsive Economic Policy Management	1 - 12 December	Dakar, Senegal	190	95	95	29	14	15
24.	IDEP/INP course on Fundamentals for Development Planning	7 - 18 December	Cairo, Egypt	24	16	8	24	16	8

## Appendix 2: Courses Implemented in 2014

No	Courses	Southern Africa	Central Africa	East Africa	West Africa	Northern Africa
1	Training Needs Assessment (session 1)	3	2	4	12	1
2	Training Needs Assessment (session 2)	4	4	6	7	4
3	Data Analysis for Development Planners	4	3	4	11	3
4	Macroeconomic Modelling for Development Planners	3	4	7	8	2
5	Economic Accounts for Agriculture (French session)	1	2	4	4	
6	Economic Accounts for Agriculture (English session)	2		1	3	2
7	Agricultural Policy in Africa	4	3	3	11	4
8	Fundamentals of Development Planning	1	2	6	15	1
9	International Trade Negotiations	4	3	10	11	
10	Migration Policy for RECs	1	1	6	8	1
11	Mineral Policy and Contract Negotiations	7	3	3	11	
12	International Trade Policy for National and Regional Development	2	3	10	11	1
13	Mineral Policy for Parliamentarians and Members of the Civil Society	4	3	2	16	1
14	Industrial Policy in Africa	6	3	2	12	2
15	Social Policy for Development Planners	4	5	2	10	4
16	TOT on Gender Responsive Economic Policy Management	1	1	1	5	
17	Deeper Regional Integration in Africa (Hotel Holiday Inn)	10		14		
18	Regional Integration in Africa	4	4	5	10	2
19	Trade Policy Analysis using Eviews software (KSMS)	7		16	2	4
20	Training of Trainers on Land Policy in a Development Context	3	2	2	6	1
21	Mineral Economics (UJ)	9		6		
22	Mineral Governance (UJ)	9		5		
23	Gender-responsive Economic Policy Management	2	8	7	11	1
24	Fundamentals of Development Planning II		2	4	2	16
	<b>Total</b>	<b>95</b>	<b>58</b>	<b>130</b>	<b>186</b>	<b>50</b>

### Appendix 3: Regional and Country Representation

Region	Country	Participants
Southern Africa	Angola	2
Southern Africa	Botswana	5
Southern Africa	Lesotho	10
Southern Africa	Malawi	26
Southern Africa	Mauritius	3
Southern Africa	Mozambique	3
Southern Africa	Namibia	3
Southern Africa	South Africa	5
Southern Africa	Swaziland	10
Southern Africa	Zambia	8
Southern Africa	Zimbabwe	20
Central Africa	Cameroon	22
Central Africa	CAR	13
Central Africa	Congo	4
Central Africa	Gabon	7
Central Africa	Equatorial Guinea	0
Central Africa	Sao Tome & Principe	5
Central Africa	Chad	7
Eastern Africa	Burundi	13
Eastern Africa	Comoros	10
Eastern Africa	Djibouti	8
Eastern Africa	Eritrea	4
Eastern Africa	Ethiopia	5
Eastern Africa	Kenya	22
Eastern Africa	Madagascar	11
Eastern Africa	DRC	18
Eastern Africa	Rwanda	10
Eastern Africa	Seychelles	0
Eastern Africa	Somalia	2
Eastern Africa	Tanzania	24
Eastern Africa	Uganda	16

Western Africa	Benin	13
Western Africa	Burkina Faso	17
Western Africa	Cabo Verde	2
Western Africa	Côte d'Ivoire	16
Western Africa	Gambia	14
Western Africa	Ghana	13
Western Africa	Guinee	4
Western Africa	Guinea-Bissau	7
Western Africa	Liberia	7
Western Africa	Mali	12
Western Africa	Niger	16
Western Africa	Nigeria	15
Western Africa	Senegal	23
Western Africa	Sierra Leone	4
Western Africa	Togo	10
Northern Africa	Algeria	1
Northern Africa	Egypt	11
Northern Africa	Libya	0
Northern Africa	Morocco	7
Northern Africa	Mauritania	11
Northern Africa	South Sudan	5
Northern Africa	Sudan	7
Northern Africa	Tunisia	8
<b>Total</b>	<b>54</b>	<b>519</b>

## Appendix 4: Training Facilities and Logistics

No	Course	Lecture room	Working conditions	IDEP's ICTs	IDEP's library	Administrative arrangements	Course co-ordination
1	Training Needs Assessment (session 1)	2.8 (Room 1)	2.3	2.	2.8	2.3	2.3
2	Training Needs Assessment (session 2)	2.2 (Room 1)	2.1	2	2.3	2.6	2.5
3	Data Analysis for Development Planners	2.7 (Room 2)	2.1	2.4	2.6	2	1.8
4	Macroeconomic Modelling for Development Planners	2 (Room 1)	2.2	2.6	3.1	2.3	2
5	Economic Accounts for Agriculture (French session)	2.8 (Library)	2.5	2.8	2.9	2.6	2.1
6	Economic Accounts for Agriculture (English session)	2 (Room 1)	2.4	2.8	2.9	2.3	2
7	Agricultural Policy in Africa	2.3 (Room 1)	1.9	2	2.5	1.8	1.7
8	Fundamentals of Development Planning	2.1 (Room 1)	2.3	2	1.6	2	2.5
9	International Trade Negotiations	1.8 (Room 2)	1.8	2	2.2	2	1.9
10	Migration Policy for RECs	3.1 (Room 2)	2.4	2.2	2.7	2.2	2.2
11	Mineral Policy and Contract Negotiations (UJ)	2	1.9	1.8	N/A	2	1.6
12	International Trade Policy for National and Regional Development	1.8 (Room 1)	1.8	2.3	2.4	1.5	1.7
13	Mineral Policy for Parliamentarians and Members of the Civil Society	1.7 (Conference Room)	2.2	2.2	2.6	2.4	2.2
14	Industrial Policy in Africa	2.3 (Room 2)	2.4	2.6	2.6	1.9	1.9
15	Social Policy for Development Planners	1.6 (Conference Room)	2.2	2.1	2.4	2	1.9
16	TOT on Gender-responsive Economic Policy Management	1.3 (Conference Room)	1.9	2	2	1.8	1.9
17	Deeper Regional Integration in Africa (Hotel Holiday Inn)	2.9	2.4	2.6	N/A	2.1	1.6

18	Regional Integration in Africa	2.6 (Room 2)	1.8	1.8	1.9	1.8	1.5
19	Trade Policy Analysis using Eviews software (KSMS)	1.9	1.9	2.2	2	2.3	2.2
20	Training of Trainers on Land Policy in a Development Context	1.7 (Conference Room)	2	2.4	2.2	2.4	2
21	Mineral Economics (UJ)	2.4	2.5	2.6	N/A	1.9	1.7
22	Mineral Governance (UJ)	1.8	2.1	2.2	N/A	1.8	1.5
23	Gender-responsive Economic Policy Management	4 (Room 2)	2.68	2.38	2.25	2.4	2.6
24	Fundamentals of Development Planning (INP)	2.2	2.1	N/A	N/A	2.0	2.2
	<b>Overall average</b>	<b>2.2</b>	<b>2.2</b>	<b>2.3</b>	<b>2.4</b>	<b>2.1</b>	<b>2</b>

<sup>1</sup> The course on Mineral Policy and Contract Negotiations was organized in partnership with the University of Johannesburg (UJ) in South Africa unlike other courses. Notes: MEFMI, UJ, COMESA

**1:** Excellent    **2:** Very Good    **3:** Good    **4:** So so    **5:** Poor    **6:** Very poor



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