



ECA

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Dakar, Senegal

Item 5 of the draft agenda

IDEP Director's report for 2017

IDEP/GC56/2018/5

Foreword

This report is presented to members of the Governing Council of the African Institute for Economic Development and Planning (IDEP), in accordance with current practices and following their request to be regularly informed about the progress of the institute's activities.

It is submitted for consideration to the members of IDEP Governing Council during their 56th meeting held in Dakar on March 19th 2018.

It presents the major highlights in the work of the Institute during 2017, particularly with regard to the implementation of its programmes and activities, resource mobilisation, the latest developments relating to human and financial resources.

The report concludes with an outline of the prospects for 2018.

Many of the issues dealt with in this report are also presented in annex documents which provide more details, in order to facilitate the reading of this document.

I. Introduction

The year 2017 was a very productive year for IDEP. It continued to be characterised by strategic shifts in the delivery mechanisms and orientation of the IDEP programme during the biennium 2016-2017. These shifts were introduced as the Institute's immediate response to the capacity development needs expressed by Member States in the context of the implementation of their national priorities of both Agenda 2030 and 2063, as well as the increasing requests for IDEP's services from member States.

Key amongst the strategic initiatives implemented were the revamping of the contents of several core courses; the development and delivery of new courses; the Master's Degree programme in Industrial Policy delivered in collaboration with the University of Johannesburg (UJ); the launch of an eLearning programme as a training delivery method and the subsequent delivery of two training sessions in collaboration with UNITAR; the development and testing of IDEP's own eLearning platform; the launch of the digitisation of IDEP library rich collection; and the review of the IDEP organogram with the aim of aligning it to meet the increasing demands for IDEP's services. The year 2017 was a success both for the IDEP programme and African member States. Overall programme performance was excellent with 99% of all planned programme outputs delivered timely and with quality, as evidenced by the answers of the trainees to the evaluation questionnaires submitted to them at the end of each course.

II. Supporting the implementation of Agenda 2063 and 2030 through training and research

Training

The development process in Africa is driven by two overarching frameworks: Agenda 2063 and Agenda 2030. Their realisation requires changes or adjustments in countries development approach. One of the main challenges for them is to be more creative in order to better master their development processes, to become full-fledged actors of the world economy, to improve their fundamentals, to involve more tangibly all the actors, to mobilise adequate resources and to be able to translate their economic gains into well-being and welfare for all their citizens in an equitable and sustainable manner.

Since 2016, Agenda 2063 and 2030 have been guiding IDEP training and research activities. The training programme has been adapted to support the realisation of the 2030 Sustainable Development Goals, their alignment with Agenda 2063 as well as their integration in African countries national development plans.

20 onsite courses were delivered in 2017 on issues relating to data analysis and macroeconomic modelling for development planners; sectorial policy and planning (trade, industry, agriculture, energy) international trade negotiations in support of the CFTA; social policy, management of gender-responsive economic policy, preceded by a training of trainers; focus on more efficient mineral resources management (mineral governance; mineral contracts & negotiations); domestic resources mobilization.

New courses have been introduced on long term planning and prospective studies, green economy, and trade policy analysis, to take into account the evolution of the training expectations of the African countries.

Out of the 20, 10 were IDEP core courses (including a tailor-made one) and 10 were organized in collaboration with partners.

The majority of IDEP courses led to an overall rating by the participants, higher than 90%.

A 64% increase in the number of applications to IDEP courses was experienced in the 2016-2017 biennium over the 2014-2015 biennium: 3760 applications for trainings were received in 2014/2015 biennium (1812 applications in 2014 and 1948 applications in 2015) whilst this number rose to 6156 in the 2016-2017 biennium (2542 applications in 2016 and 3614 applications in 2017). This is due to the introduction of online courses (see below) as well as the rising interest of member States in IDEP's capacity development programme.

The courses were delivered for the benefit of 488 African public officials, 459 for residential and 29 tailor-made. Compared to 2016, for residential courses, 2017 represents a 7.7% growth in participant numbers. However, the female participation decreased from 40% to 28% despite the endeavours of IDEP to reach a higher number of female attendees. Although IDEP is strongly committed to balancing the male and female participation, the higher number of male employees in mid-to senior level positions in African governments is an acknowledged limitation. Over the biennium, female representation stood at 34%.

IDEP also hosted two retooling courses for ECA staff (Headquarters and sub-regional offices) in 2017, on Statistical Methods and analysis, and on Macroeconomic Modelling and Forecasts. A review of the programme is expected in 2018 towards increasing the number and themes of these trainings going forward in line with the designation of IDEP as the ECA's training arm.

Masters' Programme

In 2016, IDEP resumed its Masters' Degree programme in partnership with the University of Johannesburg to launch an 18 month MPhil programme on Industrial Policy. The Masters' programme is a flagship activity of the Institute's capacity development and training programme. It started during the early 1970s and, over the years, evolved to become one of the central components of the work of the Institute. Recently, the decision was made to partner with reputable African universities rather than host the programme at IDEP. This programme is designed to expose mid-career and senior professionals and policy makers in the service of their governments, countries, and inter-governmental organizations to a structured training that covers various aspects of economic policy management, development planning, and sectorial analyses.

IDEP is also currently exploring the potential launch of other Masters' programmes, in particular a second one with the Institute for National Planning of Egypt, focusing on development planning.

Research

The policy research work undertaken at the IDEP complements the Institute's training programme and responds to the needs of the policy-making communities and other stakeholders. Indeed, the short courses are combined with high-level dialogues, monthly seminars and a fellowship programme, that are considered as research based activities. The research component provides strategic guidance to the courses to be delivered and updates and adapts their contents according to the changes in the environment and the priorities of African countries' development agendas.

A number of development seminars (IDS, IDEP Development Seminars) and high level policy dialogues (HLPD) were delivered in 2017, as part of IDEP think tank mission. They serve to contribute to the nurturing of a research-policy nexus in Africa, offer a forum for African policy makers to engage in structured exchanges on thematic development topics with other stakeholders who are central to the development of the continent, and promote the sharing of comparative experiences in development practices.

In line with ERA 2017 that focused on urbanisation and industrialisation, the first IDS studied the Agenda post-Quito and the urbanisation challenges that Africa has to consider in its planning. It was further complemented by a HLPD on the same issue, in collaboration with the ECA division in charge of urbanisation, and resulted in the development of a curriculum dedicated to this issue.

Other IDS were organised on priority issues for Africa's development:

- *Ownership of agendas 2030 and 2063 by African countries*, which concluded that for a correct ownership of development agendas in Africa and the efficient achievement of their objectives, there was need to: (i) define national priorities ; (ii) strengthen national statistical systems to make available sufficient and quality data for better measuring, monitoring and evaluation of progress towards the agendas objectives; (iii) consider the cultural dimension to ensure contextualization, and (iv) develop a strong leadership for an effective implementation of the policies
- *Big Data for Africa*, on the main needs for the continent to fully harness the data revolution. It focused on the best way to design a strategy on big data; to tackle security issues; to leverage big data for M&E and achieve sustainable development; the development of partnerships with the private sector was also considered
- *Gender and climate change*, on the impact of climate change on the status of African women, how to overcome their current vulnerable situation and help them build the necessary resilience
- Transformative agriculture for Africa's future looked into food security, agricultural and agribusiness development issues at the national and continental levels, the role of public and community institutions, the policies and economic operators which contribute to ensure food security and resilience for Africa

With the Government of Senegal, IDEP organised a HLPD on the theme 'Is Africa ready to invest in a green industry? The strong political leadership; a good regulatory framework defined in national development plans, and which domesticates international agendas; an engaged private sector; an adequate and innovative resource mobilization; progressive industrial investments; sound communication and outreach; knowledge management and sharing of good practices; capacity building were among the main ingredients identified as key for African countries to embark in greening its industry as part of its structural transformation.

The variety of the themes addressed illustrates IDEP willingness to cover the priority areas that relate to the achievement of the SDGs and Agenda 2063 and their integration into the national planning processes.

In terms of support to the research and the thinking in Africa, IDEP has re-launched its fellowship programme, leading to the award in 2017 of 2 fellowships directly supported by

the Institute and 1 fellowship supported by ECA. The overarching objective is to afford professionals working on relevant economic management and development issues for various decision-making groups in Africa deeply examine a mutually chosen topic in an environment conducive to creative and innovative thinking over a determined period of time. During the fellowship period, research seminars are organised to allow the fellows to present their work and receive comments and suggestions from peer- researchers from other institutions. Research reports and policy briefs have been submitted by the laureates of the programme, and are currently under review for final publication.

A number of IDEP training and research activities were implemented either jointly or with the contribution of partners as resource persons, be they internal partners (ECA substantive divisions and SROs) and external ones, with other development partners (United Nations Department of Social Affairs (UN DESA), the International Atomic Energy Agency (IAEA), the United Nations Training and Research (UNITAR), the office of the Prime Minister of Senegal, the Ministry of Industry of Senegal, the Ministry of Finance and Economic Planning of Rwanda, the Arab Bank for Economic Development in Africa (BADEA), the University of Johannesburg (UJ), the Open Society Initiative for West Africa (OSIWA); Africa Futures Institute, Institut Tunisien des Etudes Stratégiques (ITES), the Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI), the African Development Bank, the African Union Commission). IDEP plans to further develop its partnership with strategic institution, at the global, regional and nation levels, including involvement of the private sector and the civil society.

III. Harnessing ICT for a better delivery

The E-learning programme

The audience targeted by IDEP is essentially composed of senior officials of various ministries throughout Africa, as per its official mandate. IDEP aims to be a centre of excellence in the service of its Member States for the development of high-level human resources necessary for the progressive socioeconomic transformation of the continent.

The demand is increasing, the development is to be participative.

Therefore IDEP has decided to work both on the improvement of the numbers and the diversification of the profiles of the participants, through its e-learning programme.

A survey in 2016 on the target audience has revealed that distance training (e-learning) is a real expectation. 89.4 % of respondents welcomed the concept that they found excellent, while 97.2 % expressed the wish to take part in online refresher courses.

IDEP also wishes to target more participants throughout the continent, notably women and candidates other than public officials.

Lastly, IDEP seeks to build on information technologies in the delivery of training courses.

In cooperation with UNITAR and ECA, 2 courses have been designed and launches based on ECA economic and social reports for 2015 (ERA 2015 – industrialisation and trade) and 2017 (ERA 2017 – industrialisation and urbanisation). Each of the courses stretched over 6 weeks and was delivered in both English and French.

Whereas there were only 150 places, equally split between the two languages, there were a total of 516 applications (190 for English and 326 for French); With regard to participation, 33% of the accepted participants were women; 81% representatives from government ministries with the rest drawn from academia, civil society and private sector. The age range of participants was 23 to 52 years. Regarding the representation from African countries, nationals of 23 countries took the English course as compared to 21 countries for the French one.

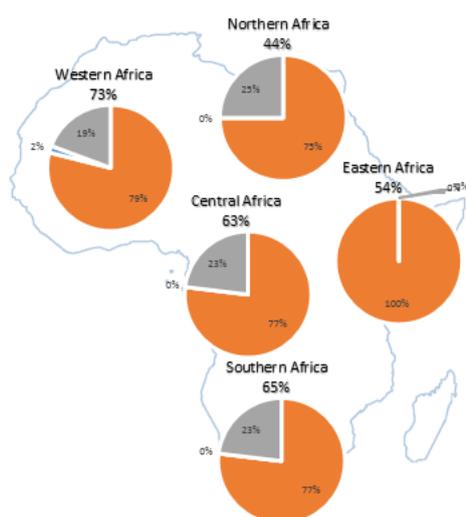
Completion rates and profiles

- Civil Servant
- Scholars
- Others

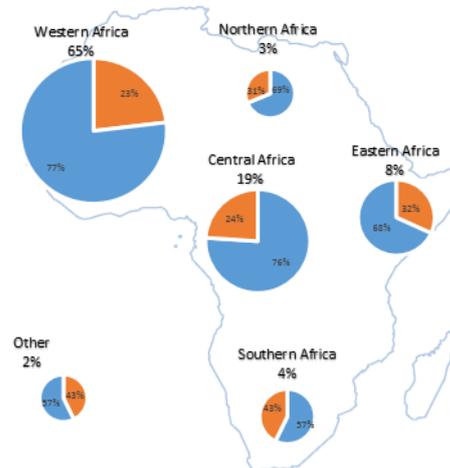
Gender distribution

- Female
- Male

ERA2017



ERA2017



Internally IDEP implemented a pilot project has made it possible to design and launch one distance course based on ECA economic and social report for 2015 (ERA 2015). It was delivered over 4 weeks, in French and allowed IDEP to test – with success, its own e-learning platform. The course was supported by IDEP staff who received appropriate training by UNITAR colleagues.

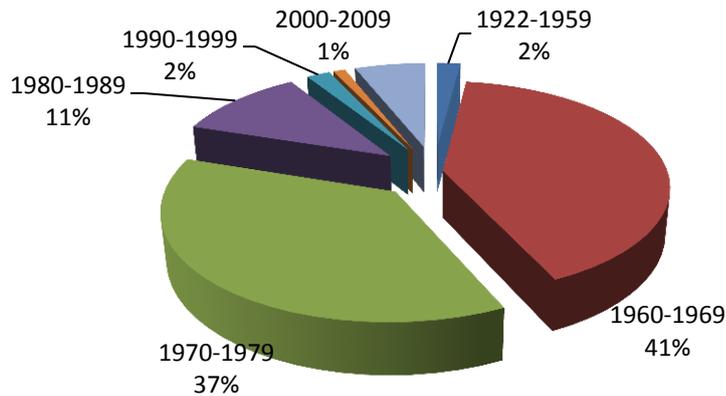
IDEP library digitisation

IDEP has a very rich library made of publications produced by the Institute itself and its member countries, compiled since its creation. The main objective of the digitisation project, as part of IDEP knowledge management, is to digitise these publications, with a view to broad dissemination via the Web and offline devices. This digitization also aims at preserving the original documents, many of them being quite fragile and in poor conditions, by limiting their physical manipulation.

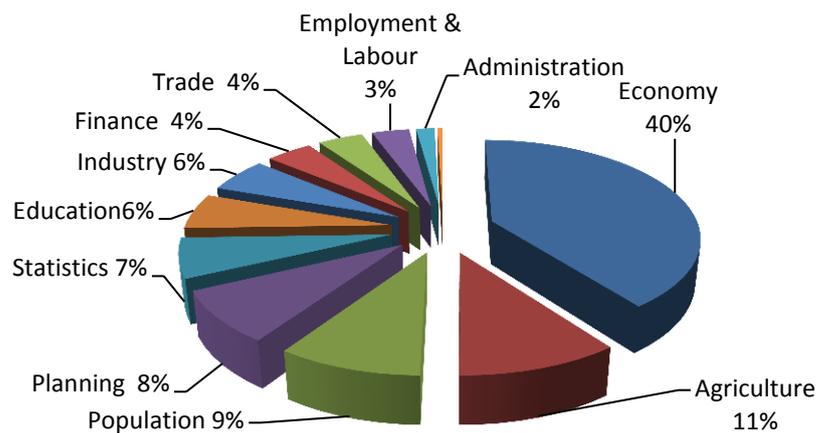
The total number of pages counted to be scanned is about approximately 520,000, representing 5,800 titles with content from 49 countries¹.

¹ No documents from Cape Verde, Comoros, Equatorial Guinea, Sao Tome and Principe and South Sudan

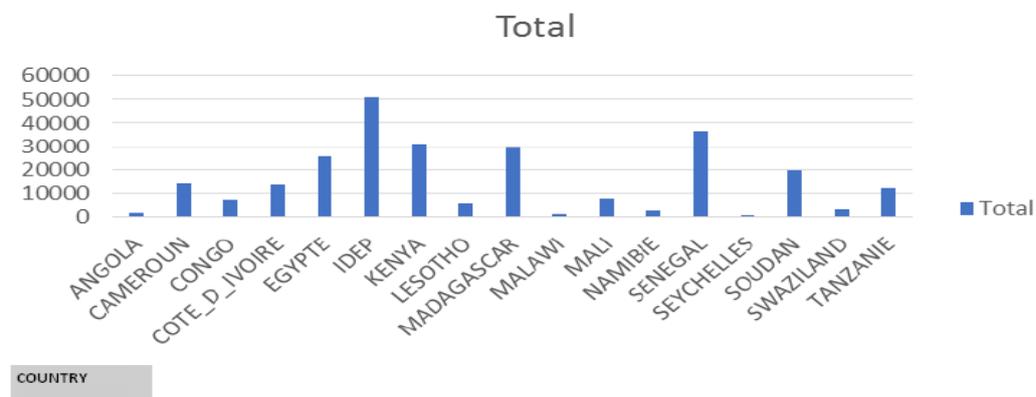
Period Distribution



Distribution by topic & number of titles



The first phase of the digitisation project was successfully implemented in 2017 with **3323** titles from 16 countries, corresponding to 262 161 pages, delivered in different file formats².



² **TIFF** 300 DPI (dot per inch) for archiving, **PDF/A** 300 DPI with automatic indexing by OCR (optical character recognition), for consulting and full text search and **TXT** UTF-8 with manual indexing for further description and search in digital libraries and repositories

IV. Guidance from IDEP constituencies

The work of IDEP is guided by a Governing Council, chaired by the Executive Secretary of the ECA, composed of 10 representatives of Member States drawn on the basis of two members per sub-region of Africa on a rotation basis, the representative of the Host Country, Senegal, and the representative of the Commission of the Africa Union. The Governing Council is assisted in its work by a Technical Advisory Committee of experts which reports to the Council on programme content, quality, and relevance.

As a subsidiary organ of the ECA, responsible for the delivery of its sub-programme 8, Capacity Development, IDEP reports to the ECA annual conference of Ministers.

IDEP TAC

The 3rd meeting of IDEP's Technical Advisory Committee (TAC) was held in Dakar on 7 February 2018. It was preceded by a day of reflection on the theme: *New planning approaches to achieve the objectives of the 2030 and 2063 agendas*. The meeting was organized in 3 major parts:

- Briefing on IDEP, the TAC and its role, as the membership of the TAC was renewed in 2017, following the recommendation of the 55th meeting of IDEP Governing Council
- Presentation of IDEP's activities during the 2016-2017 period
- Presentation of IDEP's Draft Strategic orientations for the 2018-2021 period

It was a successful meeting, both in terms of its organization and the participation of all stakeholders. The meeting concluded with an overall assessment of the achievements of the biennium that has just ended and the strategic guidelines proposed by the management of the Institute. Members of the Committee, observers, as well as special guests, enriched the discussions with their ideas, thoughts and comments, which are understood as recommendations to be taken into account by IDEP in the fulfilment of its mandate during the coming four years.

The members of IDEP TAC recognized IDEP's contribution, over time, in the training of African civil servants, in its various areas of responsibility. They noted that planning processes in Africa did not deliver as expected; therefore they called upon IDEP to conduct further research to better analyse the reasons for that and propose new perspectives for planning. They welcomed the central role of the implementation of Agendas 2063 and 2030 that IDEP has integrated in its support to the strengthening of the capacity of African countries and congratulated IDEP for the successful organization of the one day high level dialogue on 'New planning approaches for the achievement of the objectives of Agendas 2030 and 2063' and for its determination to innovate in its training and research activities in this area. They took due note of the activities undertaken by IDEP during the biennium 2016-2017 and congratulated the Institute for the choices of themes addressed, the quality of the work accomplished and the quantity of activities implemented. After reviewing the strategic orientations defined in the draft Strategic Plan submitted to their consideration, they approved them as a whole and requested that a document amended following their deliberations be presented at the next meeting of IDEP Governing Council, for final approval. In this context, they supported the proposal to organize a retreat to review the catalogue of IDEP courses and encouraged IDEP to make its distance learning programme a flagship activity for the four years to come. They noted and appreciated the efforts made to establish a knowledge management platform, whose first phase is the project for the digitization of the institute's document collection, which should, in the long run, become accessible to the largest number of users. They urged the members of IDEP Governing Council to approve the strategic orientations, and support a request to increase the resources of the Institute, in particular its financial resources through

the UN grant. They supported IDEP's resolve to strengthen its partnerships, and urged IDEP to do so first and foremost internally with the ECA, and with regional organizations like the African Union Commission and the African Development Bank. They finally asked IDEP to prepare a note to present the various roles that TAC members can play, in addition to the role assigned to them by the IDEP statutes.

IDEP Governing Council

The 55th session of IDEP Governing Council took place in March 2017 in Addis Ababa, Ethiopia. It validated the revised statutes of the Institute and recommended to send it to ECA Conference of Ministers for final approval.

The 56th session of the Governing Council is to take place on March 19th, 2018 to review the report of the director, the proposed strategic orientations for 2018-2021, the outcome of the 3rd meeting of IDEP TAC, the audited financial statements for the Fiscal Year 2017 and the proposed programme budget for the 2018-2019 biennium.

Survey 2017, a perspective from IDEP Alumni

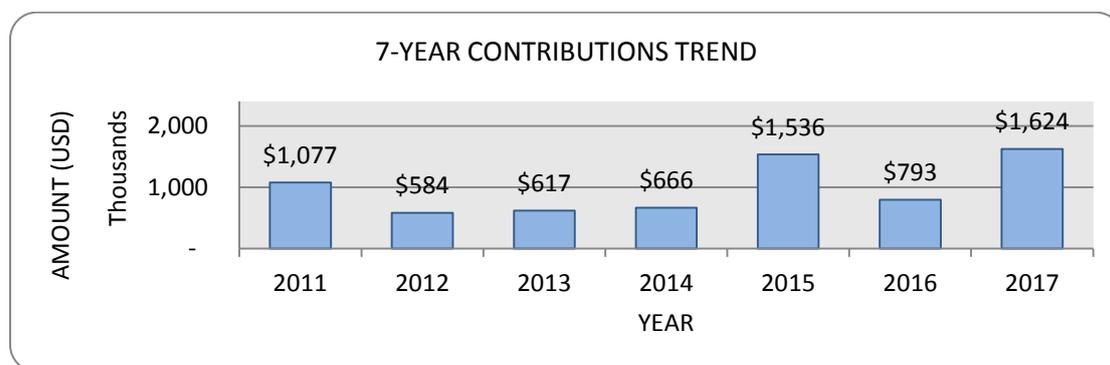
Following the survey on impact assessment conducted in 2016, another one was conducted in December 2017 with the aim of capturing the short-term impact and contributions that the 2016/2017 training participants were having in their respective countries. Of particular interest to this report were the suggested trainings areas that participants recommended for IDEP to offer to their respective countries, which were analysed by the members of IDEP Technical Advisory Committee during their 3rd meeting. The results of the 2017 survey will be an input to the retreat IDEP intends to organise in 2017 to review its catalogue of courses.

V. Increase in the financial resources

IDEP activities are financed by resources from five broad sources: (i) the regular UN Grant, which is a currently-fixed biennial subvention by the UN General Assembly, underpinned by an approved biennium programme budget, and standing at \$2.6 million per biennium; (ii) Contributions from African Member States; IDEP receives support through annual payments of assessed annual financial contributions based on a predetermined schedule, approved and adopted by the ECA Conference of Ministers of Finance, Planning, and Economic Development; (iii) Internally-generated funds through means such as tuition fees, overhead recoveries, conference room rentals, and consultancies; (iv) Extra-budgetary funding from sources such as multilateral and bilateral funding institutions, private foundations, development partners, etc. (v) ECA support: as its training arm, IDEP receives resources for specific programmes and activities from ECA, in support of training activities that promote the research and analytical work generated by the Commission.

The efforts made by IDEP to recover the payment of countries arrears started bearing fruits in 2017. The amount paid by 14 Member States reached 1,624,000 USD, hitting an unprecedented level as evidenced by the figure below. Sudan, Zimbabwe, Morocco and Zambia, the top 4 for the payment of their arrears, are to be recognised and thanked. Special thanks go also to Kenya, Côte d'Ivoire and Congo who have advance payment, as well as Angola, Burkina Faso and Namibia, who have no arrears.

IDEP efforts to rally other countries and recover more arrears will continue. A special call is therefore made to all member states to either continue paying their contributions, or decrease the level of their arrears, which is still very high: 17,075,139 USD as at December 2017.

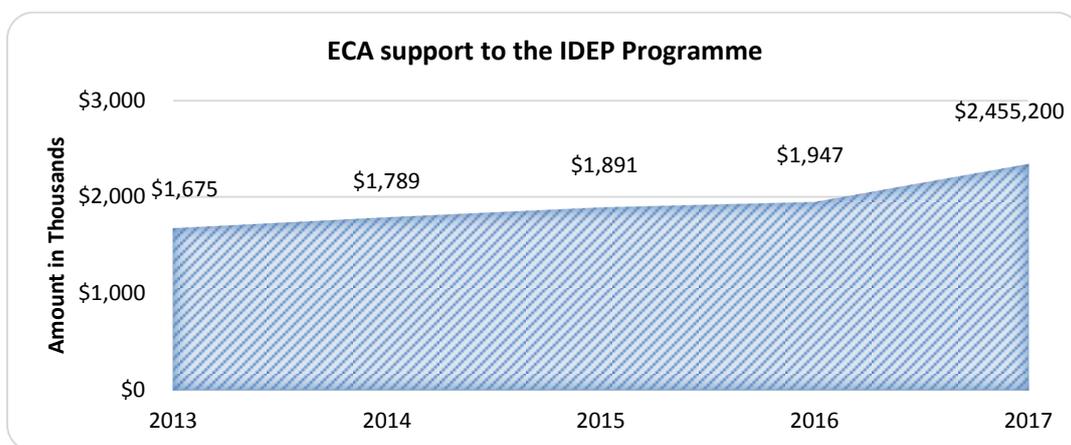


IDEP COUNTRY CONTRIBUTIONS – 2017 in US \$						
As at 31 December 2017						
	Country	Annual Assessed Contribution	Amount Paid in 2017			Total Amount Paid in 2017
			Annual Contribution	Arrears Paid	Advance Payment	
1	BURKINA FASO	15,000	15,000	15,000		30,000
2	EGYPT	80,000	80,000			80,000
3	KENYA	32,000			21,828	21,828
4	MADAGASCAR	20,000	17,182			17,182
5	MALAWI	15,000	15,000	12,256		27,256
6	MALI	15,000	15,000	1,486		16,486
7	MOROCCO	32,000	32,000	104,898		136,898
8	NAMIBIA	24,000	24,000			24,000
9	SOUTH AFRICA	80,000	80,000			80,000
10	SUDAN	32,000	32,000	832,000		864,000
11	SWAZILAND	20,000	20,000			20,000
12	TUNISIA	24,000	17,169			17,169
13	ZAMBIA	32,000	32,000	57,518		89,518
14	ZIMBABWE	40,000	40,000	160,000		200,000
	TOTAL	461,000	419,351	1,183,159	21,828	1,624,338

Following the decision to consider IDEP as the training arm of the ECA, the Commission has supported the delivery of the short courses. Here again 2017 was an excellent year, with an amount that reached 2,455,200 USD, the highest since 2013. This support is now to become more systematic, so that IDEP can increase the number of courses delivered.

Starting in 2018, and throughout the period 2018-2021, IDEP is now to increase its external resource mobilisation, in particular with the view to meeting the objectives of its strategic orientations.

The members of IDEP Technical Advisory Committee, supported by the members of the Governing Council, called for an increase of IDEP UN grant, as a natural consequence of the decision to make IDEP the training arm of the ECA, and in line with the reform of the Secretary General of the United Nations, which gives a central role to capacity development.



VI. Staff development, a priority

IDEP management continued to put emphasis on the development of its main asset, its human resources and their development. In this regard, two training sessions were organised in 2018:

- A 1-day training on *gender mainstreaming*, as part of ECA gender mainstreaming strategy, involving all the staff of IDEP. The strategy has three mutually reinforcing components: a gender policy; a gender equality marker; and a capacity development programme to enable staff to integrate a gender perspective in the formulation and implementation of the projects, outputs and activities of their respective units. A training programme on gender mainstreaming was designed and implemented with the view to enable staff to effectively support African member states and adhere to the relevant ECOSOC resolutions on gender mainstreaming, and to meet all the UN-SWAP³ performance standards. Key outputs and documents to support the development of training modules that are relevant to IDEP were shared with the trainer, in order to adapt the training to the specific work of the Institute.
- A 5-days training on the management of e-Learning courses, for staff involved in the design and delivery of distance education activities, facilitated by UNITAR. Its overall goal was to strengthen the capacity of IDEP staff to independently develop and deliver online training programmes, by offering them the opportunity to improve their knowledge and enhance their skills in developing content for online delivery and in managing and administering online training programmes.

A broad recruitment campaign was organised in 2017 to implement the new organogram of the Institute. It led to the recruitment of 4 external staff and the promotion of 5 internal ones. 2 other positions are yet to be filled in 2018.

VII. Improving the work environment

IDEP management has – on a continuous basis - striven to ensure that its staff, trainees and guests benefit from adequate work conditions, up to the United Nations standards.

³ The UN-SWAP (UN system-wide Action Plan) is a UN system-wide accountability framework designed to measure, monitor and drive progress towards a common set of standards to which to aspire and adhere for the achievement of gender equality and the empowerment of women. It applies to all entities, departments and offices of the UN system

In this context, it conducted an evaluation of its ICT equipment and decided to upgrade it, with the acquisition, through ECA, of a second its visio-conference system and 20 new computers, 10 of which were provided by the ECA, as well as the upgrade of its connectivity. During 2018, it is planned to purchase equipment for the production of eLearning courses.

Security being of utmost importance, a number of security equipment has been installed during the 2016-2017 period. This effort will continue in 2018 with the procurement of additional ones, such as walk-through machine and a bag scanner, as well as few other low-cost security items as per the recommendations of the 2013 MOSS/MORSS compliance mission, which are being implemented step by step.

Three vehicles of the Institute are very old, one of which (the 15 seater minibus) is not in working condition; they will be replaced in 2018.

The total estimated cost for the new acquisitions is around \$270,000

The Government of Senegal has launched a project to move all UN agencies present in Dakar to the new city of Diamniadio. The construction is expected to take 2 years. IDEP is part of the project; it has provided its estimated needs in terms of space and facilities. Updates on the progress will be provided in due course.

Meanwhile, as highlighted in previous reports, the current premises are very old and in poor conditions. IDEP has assumed the cost of minor repairs and maintenance work and called upon the Government of Senegal to take charge of what remains to be done, as per IDEP host country agreement.

VIII. Prospects for 2018

2017 has been a successful year, despite the fact that IDEP worked with a small team. The staff of the Institute is to be commended for the hard work and the results achieved.

The year 2018 began under good auspices; IDEP kick started its activities earlier than in previous years, with the organisation of the 3rd meeting of IDEP Technical Advisory Committee, preceded by one day IDS on the future of planning in support of Agenda 2063 and 2030, a workshop on investments in infrastructure in Africa, field visits to selected infrastructure projects in Senegal, a retreat between African and American investors, a course on *data analysis for development planners* and 2 retooling courses for ECA staff⁴.

The dynamics that characterized the year 2017 will continue to prevail in 2018, the first year of the implementation of IDEP 4 years Strategic Plan, in order to make another successful year. In this regard, staff development and resource mobilization will continue to be a top priority.

Due attention will be given to the partnerships and the involvement of all the stakeholders, to further strengthen the position of the African public sector and contribute to its effectiveness by developing its partnerships mainly with the private sector and the academic world.

Building on the ground covered in 2016-2017, the year 2018 will strengthen the foundations for a rejuvenated and strong institution, fully installed in the information age, ready to better address the top development priorities of the continent in support of the successful realization of Agenda 2063 and 2030.

⁴ (i) development planning and (ii) strategic communication skills