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***Proposed Strategic Orientations
for 2018-2021***

IDEP/56/2018/7



Draft Strategic Orientations 2018-2021

A knowledge based IDEP to better serve Africa's transformation

March 2018

A first draft of this document has been submitted to the members of IDEP Technical Advisory Committee during their 3rd meeting held in Dakar on February 7th

This is a slightly revised version based on their comments and recommendations

A Knowledge based IDEP to better serve Africa's transformation

IDEP Draft Strategic Orientations for 2018-2021

I. Introduction

The world is changing

Since the turn of the century, we have been witnessing a number of changes of various natures in the world. Some of them have a potential impact on, a relation with the African continent: changes in geo-political powers and influence; new economic relations – in particular with the BRICS; new forms of economic choices - knowledge based, green, blue; reconsideration of the global financial governance – as a result of the 2008 crisis; emergence of new conflict zones; increasing migration flows; fluctuations in commodity prices; natural disorders imputable to the climate change, to name a few.

The world is changing; Africa is changing too.

Today, the development process in Africa is driven by two overarching frameworks: Agenda 2030 and Agenda 2063.

The realisation of these agenda requires changes / adjustments in the way countries conduct their development. 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, and to be able to translate their economic gains into well-being, welfare and stability for all their citizens in a sustainable and inclusive manner. It also calls for a rethinking of the intra-African relations as well as Africa's relations with the rest of the world.

The analysis of the recent economic performance of the African countries leads to a number of observations. Yes, the economic performance is improving; several countries see it as the trend that would allow their emergence as middle income countries. Yet, the growth remains fragile and highly dependent on external factors. Transformation, diversification, sophistication and value addition are yet to become a common reality, and agriculture development is below its potential. The improvement in the stability and governance of a number of countries has paved the way for a higher growth. However, special attention should be given to the quality of the growth, its capacity to create more jobs, and to properly transform into social gains; Indeed, employment is to be tackled as a priority, specifically for the youth who are more and more tempted by the migration. The planning processes are back; they can be improved and better organised to integrate the objectives of Agenda 2030 and 2063. Intra-African trade could be further boosted, through the improvement of the business climate, the strengthening of the financial sector and the establishment of the CFTA, and can address the increasing demand of a growing middle class. The local private sector needs support, as it is still insufficiently involved in the creation of wealth. Countries are called upon to tap more into the potential of their domestic resources and be more creative, as a number of them are still relying on external aid to finance their development. Countries are not making the most

of their rich natural resources. Vulnerability to climate change is a real issue whilst the blue and green economies are not quite seen as opportunities to boost growth and create new forms of jobs. The nexus economic-social-environmental development is not yet fully mastered.

In addition, few lessons can be drawn from the analysis of the implementation of the MDGs in Africa. Even if tangible progress has been recorded for many objectives, the road ahead is still long to meet the emergence objective set by several countries. For that, national coordination is to be improved, as MDGs related programmes were sometimes barely linked to national plans and planning efforts. More efforts are expected not only to optimally mobilise the resources needed for financing countries development, but also to utilise them in a more efficient manner. And finally countries should endeavour to rapidly and consistently address the capacity requirements needed both at the human and the institutional levels.

The world is changing; Africa is changing and so needs our institution to do.

This main objective of IDEP strategic orientations is to focus on the issue of capacity development from an IDEP perspective. It is based on IDEP own assessment of the training needs of African countries as well as the expectations of Africans decision makers. Indeed, the need for more training and capacity building was acknowledged and reaffirmed in the COM 2016 ministerial declaration, which was a follow-up to that of 2015¹ and translated into the resolutions that were adopted.²

II. Few words about IDEP

Inception

The African Institute for Economic Development and Planning (IDEP) is a pan-African institution created in 1962 by the General Assembly of the United Nations.

It began its operations on 21st November, 1963 with the primary purpose of accompanying and supporting newly independent African countries in their quest to build their human resource capacities as a necessary prerequisite for sustaining independence and promoting socio-economic development.

Its main activities, derived from its mandate, are organized around a portfolio of capacity development and training programmes as well as a set of policy research and dialogue initiatives. It also offers on-demand advisory services to governments and public institutions, and serves as a forum for exploration of alternative thinking on African development.

The Institute functions as a subsidiary body of the United Nations Economic Commission for Africa (ECA). It is headquartered in Dakar, Senegal and its membership comprises of all the 54 African Member States.

¹ *We consequently commit ourselves to improving the planning processes in our countries by strengthening the human and institutional capacities at various levels.*

² *We take note of the substantial resources required for the implementation of both the Agenda 2063 and the 2030 Programme, as well as crucial importance to give priority to the related capacity building at all levels*

Mission and Mandate

IDEP is the pioneer pan-African institution established on the African continent for the building, upgrading and/or updating of the technical aptitudes and proficiencies of mid-career and senior government officials in economic management and development planning.

Over the years since its establishment, IDEP has primarily functioned within its overarching mandate of accompanying African governments in their training and capacity development efforts in the fields of economic management and planning. To this end, it works closely with governments, economic development and planning of its African Member-States to assess their needs and develop general, specialized, and tailor-made courses for their mid-career and senior officials. It also works with various line ministries concerned with the socio-economic development of Africa. In addition to its core training and capacity development mandate, the Institute also carries out associated policy research activities on various economic management and development planning themes. Furthermore, it undertakes policy advisory services at the request of Member States, these services being tailored to the particular needs of requesting governments. Finally, the Institute also organizes a regular series of policy dialogues, public seminars, and policy conferences.

Governance

The work of IDEP is overseen by a 14-member Governing Council, chaired by the Executive Secretary of the ECA. The remaining 13 members are 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; both have a permanent seat.

The Statutes of the Institute establish the Council as its supreme decision-making organ; its remit covers programmatic, administrative, financial, institutional development, and outreach matters. It is assisted in its work by a Technical Advisory Committee of experts which reports to the Council on programme content, quality, and pertinence.

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.

Funding Sources

IDEP's core programmes, activities, and overhead costs have, in the period since its establishment in 1962, been financed by resources from the following four (4) broad sources:

Regular UN Grant: this 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.

Contributions from African Member States: IDEP receives support from the 54 African Member States 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.

Internally-generated funds: IDEP generates resources from other internal sources through means such as tuition fees, overhead recoveries, conference room rentals, and consultancies.

Extra-budgetary funding: Over the years, IDEP has tapped extra-budgetary resources for specific programmes and activities from sources such as multilateral funding institutions, bilateral funding institutions, and private foundations. As the training arm of the ECA, IDEP receives resources for specific programmes and activities from its mother organisation, in support of training activities that promotes the research and analytical work generated by the Commission.

III. Modes of operations

Since its establishment, and in line with the mandate entrusted by its Member States through the United Nations General Assembly, IDEP has provided its support to African Governments and assisted them to strengthen the capacities of their officials through a wide range of training courses, research activities and documentary products.

In doing so, IDEP has constantly tried to find a right balance between a response adapted to the needs of countries and a visionary anticipation of these needs.

Emphasis was initially laid on long-term training which, during the first post-independence decades, aimed to create a critical mass of planning experts able to take charge of the organization of their country's development. More recently, the number of these training courses have been significantly reduced and replaced by short-term trainings which have made it possible to:

- Increase the number of training areas considered, that fit perfectly into the increasingly sophisticated sustainable development agenda.
- Introduce a more strategic dimension into the training which used to be primarily technical, to take into account the fact that the academic sector on the continent has changed significantly but also to ensure that the teaching facilitates better decision-making on the choices of development.
- More effectively meet the high demand of African countries, by increasing the number of civil servants with access to IDEP courses.

The short courses represent the bulk of IDEP activities; they are combined with high-level dialogues, monthly seminars and research work which, 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 our countries' development agendas.

In 2016, IDEP resumed its Masters' Degree programme and partnered with the University of Johannesburg to launch an 18 month MPhil programme on Industrial Policy. IDEP is also currently exploring the potential launch of a second Masters' degree programme with the Institute for National Planning of Egypt, focusing on development planning.

Capacity development and training programme

Since its creation, the institute has trained close to 6,000 African policy makers.

For a number of years, all of the training provided has been centralized and held at IDEP's

premises in Dakar. Now, in order to reach out to a maximum of beneficiaries, IDEP's strategy is increasingly towards the decentralization of its activities, in partnership with its member States.

The training and capacity building program is structured around four (4) main components.

Core short courses

The core courses are those that focus primarily on the fundamentals of economic policy-making, economic management, and development planning that are at the heart of the IDEP mandate. They are organized on a continuing basis and constitute an abiding feature of the work of the Institute at all times.

They consist of modules that are central to the business of economic management, policy analyses and development planning and which, therefore, by their very nature would be essential for any policy maker, professional in the public service, and development practitioner to master in order either successfully to perform their roles or enhance their achievements.

They particularly target the younger generation of policy officials in the economic and development ministries and are also more and more open to participants from the private sector and civil society with a high level of competence and proficiency in the core issues of economic governance and development planning. Professionals working in legislative support roles in the parliaments of African countries are also considered.. A strategic component of the short courses are the Institute's training of trainers sessions, which are convened on a pan-African basis and dedicated to training those who can use the skills and knowledge they acquire from IDEP to train their colleagues on the job.

Non-core short courses

The sectorial and thematic short courses offered by IDEP target mid-career and senior policy makers, including those who are responsible for policy analysis, development planning, sectorial policies, revenue mobilization, budgeting, gender equality, environmental sustainability, employment creation, external trade relations, regulatory oversight, and (international) negotiations with other development players. Although the primary targets for these type of courses are public sector officials, consideration is also given to any interested participant from the organized private sector, African parliaments, and civil society.

Each year, one of the sessions of the sectorial and thematic short courses is organized as a training of trainers' initiative.

Tailor-made short courses

IDEP receives specific requests from African Member States for tailor-made capacity development and training courses that respond to the specific needs they may have.

Tailor-made courses are demand-driven and contribute to the realization of development visions and processes that are locally-owned, autonomously conceived and nationally-led by member states.

While the overwhelming majority of the requests that the Institute is responding to will continue to come from governmental ministries and agencies, opportunities for running tailor-made courses on economic governance and development planning

issues for the regional economic communities, the organized private sector and civil society groups are embraced.

For approved tailor-made courses, IDEP takes the lead in developing the course modules and identifying the appropriate resource persons.

Training statistics, 2012 -2017

Year	Number of Short Courses		Number of Officials		Number of Participants	Percentage of Women	Number of Women
	Regular	Tailor-made	Regular	Tailor-made			
2017	20	1	615	29	644	29%	189
2016	19	-	594	-	594 ⁴¹	40%	171
2015	20	4	460 ¹	129	589	34%	199
2014	24	-	519	-	519	32%	165
2013	24	13	521	237	758	32%	242
2012	13	5	314	96	410	37%	151

In terms of geographic distribution, more efforts need to be applied to balance participant representation across the regions

Training participants per region (2012-2016)

Region	Year									
	2012		2013		2014		2015		2016	
	Number	%								
West Africa	236	58	477	65	173	33	240	41	257	43
Central Africa	45	11	45	6	58	11	33	6	55	9
East Africa	64	16	124	17	143	28	136	23	138	23
Southern Africa	44	11	61	8	95	18	61	10	96	16
North Africa	20	5	25	3	50	10	55	9	43	7
Other							64	11	5	1
Total	409		732		519		589		594	

The Masters' Degree programme

This 18-month programme is the flagship activity of the Institute's capacity development and training programme. Its origins date back to the early 1970s and, over the years, it has evolved to become one of the central components of the work of the Institute.

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. Specializations offered include economic management and development planning, public infrastructure management, climate policy and development, trade policy, industrial policy, land and agricultural policy, and energy policy.



Figure: Screenshot of the Call for Applications and Nomination, 2018 Master of Philosophy (MPHIL) Degree Programme in Industrial Policy

Research support programme

IDEP has an existing reputation for the agenda-setting and innovative policy research which it undertook or facilitated on various aspects of the development challenges facing the countries of Africa during the 1960s into the 1970s.

In the course of the 1980s and 1990s, in the context of the economic crises confronting African countries, the Institute devoted the bulk of its attention to undertaking advisory services as requested by African governments and expanding its capacity development and training activities. The changing context and agenda of global and local development call for the generation of new policy knowledge for which the revival of development research at or under the auspices of IDEP has to be a key component.

Central to the research that is carried out is the determination to ensure that it is appropriate to the needs of the policy communities that animate development across the continent, it being understood that these communities are embedded primarily but not exclusively within the state system. To that extent, while the centrality of public policy making and state-led development planning drive the studies that are carried out, the policy research needs of critical non-state actors, including the private and voluntary sectors, are also taken on board in the work of the Institute.

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 our countries' development agendas.

In this context, IDEP organises seminars (IDS, IDEP Development Seminars) regularly on a number of development challenges, acting as a think tank with the aim of guiding policy change and decision making at the highest level.

IDEP has a fellowship programme which offers an opportunity to African policy officials and researchers to conduct concentrated research and study in a knowledge-based environment and with full institutional support. Participants in this programme benefit

from fellowships that include a full or partial IDEP sponsorship and support according to their needs. The programme has 3 components:

- Visiting Fellowship for Policy Researchers
- Visiting Fellowship for African Policy Officials
- Intra-African Study visit Programme for Policy officials

Advisory services

The intensification of efforts at securing development, at the national and sub-regional levels, and the desire to sustain growth and make it more equitable, have generated a considerable increase in demand for IDEP's advisory services. These demands come from governments, Regional Economic Communities (RECs), other regional organizations, and a number of international agencies.

IDEP's advisory work is mainly technical, and in recent times, has involved assisting with:

- The elaboration of national development plans and long-term visions; proposing guidelines for project monitoring and evaluation;
- Outlining negotiation options;
- Evaluating project and programme results and impacts;
- Undertaking pre-feasibility studies.

The Institute's capacity to deliver timely and relevant services is bolstered through the use of its extensive network of African specialists.

All the activities of IDEP are supported by a very rich and state of the art library .³

IV. IDEP strategic orientations for 2018-2021

IDEP's relevance is widely recognised, as evidenced by a survey for impact assessment conducted in 2016, sent to 300 former trainees of the Institute. 259 of them (86%) replied, providing positive and encouraging responses and requesting for more skills trainings covering many areas pertinent to socio-economic development. In addition, applications to IDEP's skills trainings have been steadily increasing over the years and have more than doubled since 2011. But it is clear that IDEP can do more and better to improve its support to Africa's human and institutional capacity needs.

For the four years to come, IDEP strategic orientations are articulated below.

IV.1 Capacity development and training programme

Updating course content

IDEP, with the guidance of its Technical Advisory Committee (TAC) and the approval of its Governing Council, will consult recognised experts in order to review, update the catalogue of the courses and adapt it to the current expectations and needs of African countries, its alignment with the objectives of Agenda 2030 and 2063 as well as with orientations emanating from the recent ECA and UN reforms. A retreat will be organised to this effect.

³ For more information, ref. paragraph on Knowledge Management, below

The UN reform recognises the importance of capacity development and calls for more support to member States. When further defining / refining ECA's role in the new distribution of the roles and responsibilities at the regional level, IDEP could be considered as a training centre for the UN system.

The review of IDEP catalogue of courses will take into account the fact that the landscape is evolving, and that tomorrow's jobs are different from today ones. The development of the digital, green, blue economies will require new profiles and skills; therefore IDEP should support governments prepare for this transition.

Annex 1 attached provides the list of courses organised during 2017.

Increasing the numbers and diversifying the profiles

Numbers

Over the years since 1962, IDEP has trained close to 6,000 African public officials through offerings ranging from Master's Degree programmes, Diploma programmes (3 – 9 months), and short courses (1 – 2 weeks).

The annual average number of people trained is currently 500, mainly for the on-site training courses. The number of on-site courses offered at IDEP can't objectively increase substantially because of the size of the teams (training and administration) and the training rooms available. However, two main directions can be reinforced:

- **Tailored made courses:**

These courses are designed upon request from African member States, in collaboration with the SROs and ECA divisions.

An information campaign on IDEP activities and the dissemination of its catalogue of courses can increase the number of requests for tailor-made courses.

If we consider an average of 3 to 5 courses per year and 30 people trained per event, this would lead to an increase of 90-150

- **The e-learning programme.**

Successfully launched in 2016, the IDEP eLearning programme can aim at offering five (5) interactive bilingual courses per year, with a minimum of 100 persons per course (50 per language), leading to an extra 500 beneficiaries.

Given the above, it would be realistic to anticipate that more than a thousand mid to senior level civil servants and other officials from development actors could benefit from IDEP courses.

An increase of the number of beneficiaries will have a positive impact on the number of women trained. However, it is important to underscore the fact that an objective limitation remains to women participation, because of the low number of women working in African civil services, which adds up to the obvious fact that, unlike their male colleagues, they are more reluctant to leave their home for long periods.

Training Programme Statistics (2012-2016) - Gender distribution



Distance learning could be a real opportunity to overcome this situation and allow more women to benefit from IDEP courses. Therefore, the Institute will pay particular attention to this matter.

Profiles

Since its creation, IDEP main focus has been to provide training sessions to African civil servants, as per the mandate spelled out in its statutes, and because of one of its main sources of funds (Member States contributions).

Today, everybody agrees that development can't be successful if not inclusive and participatory. In addition, the financing of the development calls for more participation of the private sector, and the involvement of the local one.

With the progress made in terms of governance, access to information and new forms of expression through mass media and social networks, the civil society has become more vocal, and in general better listened to.

Finally, many universities have grown up to become knowledge and talent pools, a rich resource on which IDEP can rely.

Therefore, offering the possibility to the academia, the civil society and the private sector should become entrenched in the IDEP programme.

Given IDEP financial sources, opening up to new groups of beneficiaries will require mobilisation of more XB funds and can be achieved through broader partnerships.

Promoting Distance learning

Strategically, IDEP's distance learning will be built on the foundation of two main pillars:

Courses hosted in IDEP's own platform: There will be three key options for the delivery of IDEP's own courses:

1. Static courses: principally driven and managed by the IDEP library, and taking the form of tutorials on research methodology. In additions, some courses may be enriched with some forms of audio-visual content, to include video clips from IDEP's own rich collection; interviews of experts in various fields; the audio-video recording of monthly development seminars and high level dialogues;
2. On-line Modules which are non-interactive: Theses courses will be built on the catalogue of courses currently offered by IDEP as short courses (1-2 weeks duration) and at the end will provide for participants to evaluate themselves and obtain certification. These types of courses can also be used as pre-requisite training and evaluation for subsequent in-house courses;

3. On-line Interactive Courses: These courses will be interactive in nature and thus require additional support for asynchronous moderation and support, using both the pool of experts available to IDEP as well as IDEP's own Training Division. There will also be evaluation and subsequent certification, the evaluations are anticipated to include multiple choice questions and depending on the subject at hand will also require written essays that will be marked by moderators and resource persons;

Collaborative courses: the collaboration effort will be a joint effort between IDEP, the ECA and selected partners also involved in the distance learning domain. The prime target for course content will be knowledge products from the ECA and IDEP. In all cases, IDEP will play a leadership role in the process of determining course content; relevant moderators and resource persons to engage and determine how the course will be run; criteria for candidate selection; evaluation, testing and certification standards; surveys that will be launched at the end of the course and in some cases as necessary prior to course launch; and the identification and capture of frequently asked questions for use in additional sessions of a course.

To ensure that distance learning in 2018-2021 is a resounding success for IDEP, sufficient resources should be allocated to this new programme, financial, human and technical. In this regard, a capacity development programme would be required for the existing Training Division team to be able to effectively participate in the delivery of distance courses, as well as for moderators and resource persons who will be associated with the programme delivery. A robust ICT infrastructure would be a prerequisite. The will also include the leveraging of the vast electronic and digital Library resources held by both IDEP and ECA.

IV.2 Research support programme

Sustaining the Fellowship programme

For the last years, only the first component: Fellowship for Policy Researchers was considered; this was because of a variety of reasons, including the lack of appropriate resources.

This programme is critical for several reasons: it allows a direct interaction with researcher and policy makers who concentrate on new ideas and generate knowledge, while giving them the opportunity to interact with IDEP and its environment; the fellows are involved in IDEP training activities and have access to the unique documentary heritage on planning in Africa.

Sustaining this programme would improve the research component of IDEP mandate and its contribution to ECA Think tank dimension.

Scaling up the IDS

IDEP Development Seminars (IDS) are gaining momentum as evidenced by the increasing number of participants, their positive feedback and the media coverage.

The objective now is to continue organising the IDS in their current format, six (6) of

them, tapping on the local expertise in Senegal, using the presence of resource persons during the training courses etc., and to organise annually four (4) of them at a higher level, involving experts and participants coming from outside Senegal.

IV.3 Knowledge Management

A “Knowledge Management and ICT” division was created in 2016, with two sections: the Library and the ICT services. It aims to make knowledge resources available primarily to African policy makers, researchers, students, and in general anyone interested in African’s development, with special emphasis on knowledge resources generated by the ECA and IDEP.

Knowledge generated internally includes but is not limited to :

- ✓ *Research papers*
- ✓ *Monthly Development Seminars*
- ✓ *Fellowships*
- ✓ *High Policy Dialogues.*
- ✓ *Training products*
 - *Course Syllabus*
 - *Workgroups*
 - *Master Degree theses*
- ✓ *Digitization project*
- ✓ *Documentaries*

For the coming four years, IDEP plans to issue publications resulting from the knowledge generated internally and to partner with professional publishers in order to obtain an ISBN for each publication.

The institute has initiated a project to archive all training products and use them as a knowledge database to develop future courses modules.

When possible, Master Degree theses will be published on dedicated platforms.

One major objective is the implementation of an online portal dedicated to Planning in Africa; available country development plans are currently being digitized (IDEP digitization project). This project will give a unique documented outlook on the history of Africa economic development and planning.

In the same vein, portable kits containing documents related to African development economics will be made available.

Finally, IDEP will promote and / or broadcast documentaries of its events and advertise these products during international meetings and workshops.



262,161 pages scanned - **3323** titles

As far as external knowledge is concerned, special emphasis will be put on the acquisitions of printed and electronic books and media, the subscription to external databases and scientific and professional journals and the promotion of IDEP databases. This will be achieved through more active collaboration with external partners (universities, research centres in Africa, etc.)

The Library plans to send summaries and new issues (articles, book chapters, etc...) to a list of partnering universities and research centres.

In the context of the knowledge management, IDEP will design a short course and develop a toolkit on “Accessing Information for Development”, in line with the UN 2030 Agenda Sustainable Development Goal 16: “Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels”.

IDEP library is an active member of the International Federation of Library Associations and Institutions (IFLA) which amend the Goal 16.10 : “Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements”. The targeted audiences are librarians and information professionals serving communities, administrations, etc...

IV.4 Outreach & Communication

Strengthening Outreach & Communication

Relevant audience and stakeholders outside IDEP may include alumni, African governments, institutions and regional economic communities, private funding institutions, academia and think tanks, as well as the general public. The audience is therefore not homogeneous and the Outreach and Communication strategy will be multi-dimensional.

Firstly, it will target a number of networks IDEP is or anticipate to partner with, with focus on:

- The **alumni**, by maintaining an up to date Alumni database, providing a revamped alumni website with a forum, mobilising (social) media attention on promoted alumni, seeking feedback from its alumni network, promoting national chapters of alumni and involving alumni in its activities (courses, MDS, research, consultancy...)
- Experts from the **academia and think tanks**, by mobilising (social) media attention for its events, including interviews of experts and opinion leaders, getting their views on selected topics, and involving them in courses and, programs design, delivery, evaluation etc.

This will be done with institutions in Africa, but also outside of the continent, with a particular emphasis on the experts of the

- **Course directors and resource persons**, by mobilising (social) media attention for its events, including interviews of course directors and resource persons

Secondly, it will design a dedicated Outreach and communication programme. In this context, IDEP plans to focus on specific countries and institutions and prepare papers and deliver presentations in the Learning / Development / Economic / Planning community during selected events. It will disseminate more broadly the research papers issued from its various fellowship programmes into African countries. It will motivate countries authorities to share their strategies, projects and related documentation and knowledge base, with its library.

In the same vein, a communication campaign targeting current and potential new partners, as well as private foundations will be launched.

Thirdly, IDEP will work on its visibility and image building using a number of means,

such as the mobilisation of the media during its events, provision of information for background stories in newspapers, magazines, TV, radio, websites, presence in the social media, new branding and logo utilised in all printed (paper and electronic) material, etc.

IV.5 Monitoring and Evaluation

Launching a Monitoring and Evaluation Programme

IDEP main objective is not only to contribute to capacity development, but to make an impact through its training and research activities. Therefore it is crucial to demonstrate that IDEP is responsive, reacts with relevance, effectiveness and in a unique way to the needs in capacity building of African administrations. By their nature, IDEP activities should be accompanied with a monitoring and evaluation system, which will allow to analyse the contributions that proposed trainings may have on countries' development process, but also consequently advance the Institute services, for an even better judicious targeting.

The evaluation can take various forms: internally-developed questionnaires, formal and informal feedback requests, analysis of spontaneous reactions of learners and partners, as well as studies, among others. The main objective is to institutionalize and systematize it through the setting up of a mechanism that is more fine-tuned and integrated to activities themselves, by improving the data collection system and the analysis of responses obtained, and above all by strengthening the resources dedicated to it.

In its current configuration, the bulk of the evaluation task is undertaken through the questionnaires handed to trainees at the end of the short trainings, for them to make an "on-the-spot" evaluation of the course in which they participated. The last evaluations undertaken showed that over 80 % of participants found courses particularly appropriate to their duties and do meet their expectations.

In 2016, IDEP commissioned a satisfaction survey among trainees who participated in courses delivered in-house over the last five years. They also sought the views of resource persons and course directors who intervened. Out of the 300 trainees requested to participate in the survey, 259 (86%) provided answers to the 24 questions submitted to them. This is an initial encouraging result. The questions related to the relevance of the courses. The analysis of the answers gives a generally positive image of the way in which IDEP courses are perceived, in terms of relevance of subjects dealt with and of their proximity with the countries' development priorities, their impact on the beneficiaries' skills and the knowledge of the departments from which they originate, the development of their career, etc. The analysis also reveals a certain number of areas in which IDEP could improve, including -as a matter of priority- the establishment of a more systematic monitoring mechanism with its trainees. It is with this in mind that the new organogram presented in February 2016 recommended the recruitment of a person in charge of monitoring/evaluation, which shows real convergence with the position of the trainees.

Such a survey will be conducted on a regular basis.

IDEP will also conduct surveys in order to measure the impact of the countries needs assessments led by the Institute and also monitor the progress and review the implementation of its recommendations.

On a regular basis, IDEP will maintain quantitative and qualitative statistics and data on its programs and review the courses delivered in order to improve them, based on the trainees and courses directors feedbacks.

IDEP will identify in the alumni network, profiles that have emerged at a national or/ and international level (kind of “Hall of fame”).

V. Partnership

IDEP’s partners vary widely and include those from the academia, international NGOs, and UN agencies. The objective will be to expand the breadth of the partnerships to include the civil society, private sector and foundations with mutual interests.

From the academia point of view, partnerships will be further expanded with African universities, Think tanks and centres of excellence, both African and non-African, who work on African studies.

Regarding the UN, and in line with the SG’s reform and the new approach to the activities to be undertaken at the regional level, IDEP can play a significant role by become a regional training hub. This potential new role has already been addressed in the context of UNISS, during SRO-WA SRCM as well as in relation to ECA activities for the implementation of the 16-16-16 infrastructure projects.

Preliminary contacts have also been made with representatives of the African Diaspora. They will be formalised shortly.

IDEP will also be working very closely with other African organisations, with particular focus on the AUC, AfDB and the ACBF.

Why cooperate with IDEP?

Support to civil servant capacities

IDEP is one of few Institutions officially mandated by African Governments to accompany them in their training and capacity development efforts in the fields of economic management and planning develop through the creation of a critical mass of middle to senior level African Civil Servants equipped with technical aptitudes and capacities to make informed development decisions and manage policies and development plans for the achievement of inclusive and sustainable structural transformation and development. The strong combination of its mandate, continental reach, and extensive network of alumni thus offers IDEP’s partners with the opportunity to contribute to both individual and institutional capacity on the continent, crucial to the African development agenda as strongly recognized by both Agenda 2030 and 2063.

More women trained

One of IDEP's objectives is to increase the number of women equipped with the capacity to positively affect development in their countries and advocate for gender mainstreaming in all aspects of development. It is important to overcome the objective limitation to women's participation, as explained above. IDEP's has recently commenced offering trainings via eLearning, in the process unveiling a real opportunity to allow more women to benefit from its courses.

Involvement of new actors

Given its mandate, IDEP's has traditionally targeted civil servants and public officials for its activities. However, the role of the private sector and civil society in development has become more and more prominent in recent years most especially if development is to be inclusive, participatory and sustainable. IDEP thus recently commenced and shall continue to expand the breadth of its target audience and stakeholders to include the civil society, private sector, the youth, the media, parliamentarians, and executive level civil servants amongst many others.

Vast experience in socioeconomic development training and a strategic location

IDEP has 54 years of experience in delivering skills training in the domain of economic policy management and development planning. The institute further benefits from fully equipped and modern training and conference facilities that are located in Dakar Senegal.

How to partner with IDEP?

Potential partners can collaborate with IDEP through and any or a combination of the following ways:

Support to programme

Partners can support IDEP by committing an unrestricted amount to the IDEP programme for a specified period of time to be utilised in line with UN rules and regulations and reported on as mutually agreed.

Support to activities

Partners can identify an activity of mutual interest within the IDEP annual business plan and support it. Partners can also approach and see the services of IDEP to deliver an activity that fits within the IDEP strategic orientations and mandate or the guiding development frameworks; agenda 2030 and 2063.

Joint activities

Partners can also jointly deliver an activity of mutual interest with IDEP in a predetermined cost-sharing arrangement.

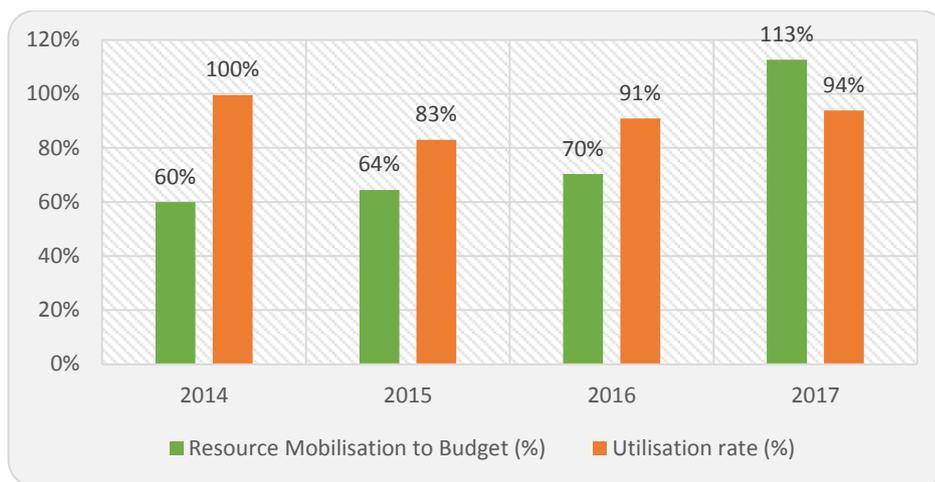
Support to participants

Partners can support IDEP by committing an amount to the IDEP programme for a specified period of time to be utilised to encourage the participation of specific groups / profiles of participants: women, civil society, private sector, etc.

<i>IDEP partners</i>		
Académie des Sciences du Sénégal	Ford Foundation	The African Union (AU)
African Diaspora Policy Centre (ADFC)	Institut Tunisien des Études Stratégiques (ITES)	The European Union (EU)
African Futures	International Atomic Energy Agency (IAEA)	The Institute of National Planning of Egypt (INP)
African Institute of International Law	International Centre for Migration Policy Development (ICMPD)	United Nations DESA
African Leadership Centre (ALC)	International Organisation for Migration	United Nations Development Programme (UNDP)
Arab Bank for Economic Development in Africa (BADEA)	Macroeconomic and Financial Management Institute for Eastern and Southern Africa	United Nations Environmental Programme (UNEP)
Bamanga Tukur African Institute for International Trade and Development	New Partnership for Africa's Development (NEPAD)	United Nations Institute for Training and Research (UNITAR)
Centre for Gender Studies	Nordic Africa Institute	United Nations Women
Centre for Regional Integration in Africa (CRIIA)	Open Society Initiative for West Africa (OSIWA)	University of Cheikh Anta Diop
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	Pan-African Parliament (PAP)	University of Geneva
Finnish Ministry of Foreign Affairs	Swedish International Development Agency (SIDA)	

VI. Resource Mobilisation

IDEP's annual budget varied significantly following the decision to designate the Institute as the training arm of the ECA and the subsequent challenges experienced in operationalizing it. More trainings were transferred to IDEP during the planning period without the corresponding resources.



IDEP resource mobilisation and utilisation rate

Therefore, to address this mismatch for the 2018/2021 strategic planning period IDEP has decided to embark on a more structured resource mobilisation effort.

Through investments in communications for business development and increased visibility at the level of member States, IDEP will augment its efforts to convince more countries to regularly pay their assessed annual contributions and settle respective outstanding arrears. Arrears of assessed annual contributions currently stand at \$17.7 million. Targets of \$1 million per year in recovered arrears and an additional \$300K in assessed annual contributions are considered reasonable.

Both Agenda 2030 and 2063 clearly single out the role that human and institutional capacity development reserves in the achievement of development objectives. Given the mandate of the IDEP and the key role it plays in the development of the requisite capacity and considering the funding challenges in the current donor environment, an increase in the level of UN support to the Institute from \$1.3 million to \$2.5 million per annum is justified. The additional resources would be dedicated towards an increase in the professional staffing of the institute, most specifically staff to anchor the eLearning programme as well as the trainings. A request for the augmentation is therefore expected to be introduced in 2018 for the 2020/2021 biennium.

ECA support to IDEP has been very strong and steady over the years since 2013. A significant portion of this support has been activity-based rather than programme-based. IDEP will advocate for a more systematic programme-based support where the sum of at least \$2 million is annually granted to IDEP in support of its annual business plan.

IDEP will also conduct at least one resource mobilisation campaign targeting stakeholders with mutual interests in capacity development to raise the equivalent of \$1 million in extra-budgetary resources. Additionally, IDEP will actively seek to expand its stakeholder network through increased visibility at international and regional events and online presence. IDEP shall also ensure that project proposals prepared by ECA Divisions and Sub-Regional Offices include associated capacity development initiatives that the Institute shall be responsible for delivering. It is expected that these and other resource mobilisation strategies shall ascertain the resource mobilisation target.

An utilisation rate of 95% is also targeted whilst unrestricted surpluses shall be accumulated as reserves and restricted surpluses rededicated to programme activities in the following year.

In the 2018/2019 programme plan, training activities were presented in themes as opposed to spelling out the name of the training which led in challenges and restrictions to resource mobilisation, flexibility with respect to the incorporation of emerging issues, and reporting. The annual business plan shall be used to elaborate further on the training details.

Annex 2 provides detailed information on IDEP resources for 2012-2017.

VII. Risk Management

IDEP acknowledges that unforeseen circumstances could impact on the achievement of the targets for the planning period. IDEP will engage in risk aversion planning, and continuously monitor its context, performance and the consequences of its activities to ensure that risks to beneficiaries, stakeholders, staff and the organization are averted or mitigated.

Identified Risks

Among the risks that have been identified are the risks that

- the participation in the training in Dakar, Senegal could be affected by exceptional circumstances, like it was the case during the Ebola pandemic, during which a number of activities had to be rescheduled or even just cancelled.
- the resource mobilisation efforts may yield less than planned due to a number of reasons, including low recovery of Member States arrears, impact of financial and economic constraints in donor countries affecting their levels of financial commitment
- the political economy and political will at all levels can serve as both obstacles to and opportunities for enabling the adoption and application of recommended development planning and economic management approaches

Mitigation Measures

A number of measures shall be employed to mitigate the impact of the risks, among which diversifying the venues for the courses across all regions in Africa; considering reasonable probability factors into IDEP planning that approximate predictability of funds-flow; aiming to expand the base of donors and seek to engage deeper with existing donors to leverage finances; introducing and delivering high level leadership courses aimed at equipping executives with the requisite understanding of the knowledge and landscape supporting the recommended approaches;

Annex 1

IDEP CALENDAR 2017			
Dates		Courses	
23-Feb		IDEP Development Seminar on “Post-Quito Agenda: which urban challenges for Africa?”	
6-Mar	17-Mar	Data Analysis for Development Planners	
27-Mar	31-Mar	Trade Policy Analysis using Gravity and CGE Modelling	
3-Apr	14-Apr	International Trade Negotiations	
10-Apr	21-Apr	International Trade Policy for National and Regional Development	
24-Apr	5-May	Macroeconomic Modelling for Development Planners	
8-May	19-May	Industrial Policy in Africa	
23-May	24-May	High level dialogue on “Is Africa ready to invest in a green industry”	
18-Jun	30-Jun	Strengthening energy planning capacity in East Africa: Certification training in energy demand and supply management	
5-Jul		IDEP Development Seminar on “Big Data”	
7-Jul		IDEP Development Seminar on Gender	
10-Jul	14-Jul	Training of Trainers on Gender - responsive Economic Policy Management	
17-Jul	21-Jul	Training workshop on Perspective studies	
24-Jul	4-Aug	Agricultural Policy in Africa	
7-Aug	18-Aug	Social Policy for Development Planners	
4-Sep	15-Sep	Mineral contracts & negotiations for Public Officials and Civil Society	

6-Sep		IDEP Development Seminar on « pour une appropriation des agendas 2030 et 2063 »
18-Sep	22-Sep	Retooling Course on Statistical Methods
2-Oct	13-Oct	Gender-Responsive Economic Policy Management
9-Oct	13-Oct	Tailor-made course on modelling for structural transformation - Rwanda
23-Oct	3-Nov	Course on governance and development
23-Oct	24-Nov	Online Course on ERA 2017
25-Oct		IDEP Development Seminar on “Quelle agriculture pour l’Afrique de demain?”
30-Oct	10-Nov	Transport Infrastructure Development in Africa
28-Nov	30-Nov	Training of experts and policymakers on inclusive green economy and structural transformation
4-Dec	8-Dec	Retooling course on Macroeconomic Modelling
4-Dec	15-Dec	Domestic resources Mobilization
11-Dec	12-Dec	High level policy dialogue on Industrialization and Urbanization for Africa’s Transformation”
11-Dec	22-Dec	Gender-Responsive Economic Policy Management
13-Dec	15-Dec	Regional validation of the guideline and training manual on urbanization and national development planning
18-Dec	22-Dec	Mineral governance

	IDEP Development Seminar
	Recurrent course
	Non recurrent course
	ECA Retooling programme

Annex 2

IDEP RESOURCES 2012 - 2017							
	2012	2013	2014	2015	2016	2017	Total
UN GRANT	1,300,000	1,300,000	1,300,100	1,300,100	1,300,100	1,300,100	7,800,400
CONTRIBUTION	584,127	617,366	667,168	1,536,380	793,105	1,624,338	5,822,484
TUITION FEES	80,000	618,400	418,225	467,236	97,000	218,917	1,899,778
OTHERS	120,487	552,341	460,127	286,723	138,512	259,498	1,817,688
TOTAL RB	2,084,614	3,088,107	2,845,620	3,590,439	2,328,717	3,402,853	17,340,350
ECA	707,548	2,070,669	1,789,112	1,890,965	1,642,174	2,432,490	10,532,958
BADEA	75,619	390,966	515,567	302,500	-	-	1,284,652
OSIWA	59,600	317,918	-	5,287	-	-	382,805
UNDP	180,000	-	-	63,481	-	-	243,481
GIZ	32,274	-	-	-	-	-	32,274
NAI	45,588	-	-	-	-	-	45,588
FINLAND GOVT	63,406	-	-	-	-	-	63,406
NETHERLAND	139,954	-	-	-	-	-	139,954
SWEDEN	259,111	-	-	-	-	-	259,111
EU	163,704	119,844	-	31,659	-	-	315,207
FORD	350,000	350,000	300,000	-	150,000	-	1,150,000
UN-WOMEN	-	59,864	-	-	-	-	59,864
ADB	-	90,344	35,324	-	-	-	125,668
AUC	-	47,547	95,963	-	-	-	143,510
UN-DESA	-	-	-	3,741	4,750	3,960	12,451
TOTAL XB	2,076,804	3,447,152	2,735,966	2,297,633	1,796,924	2,436,450	14,790,929
TOTAL INCOME	4,161,418	6,535,259	5,581,586	5,888,072	4,125,641	5,839,303	32,131,279