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

A photograph of the IDEP campus in Dakar, Senegal. The image shows a large, modern building with a sign that reads 'LAMINE GUEYE'. In the foreground, there is a well-maintained garden with a paved path, several flagpoles, and various plants and trees. The entire image is overlaid with a semi-transparent blue filter.

57th Session of IDEP Governing Council

DRAFT STRATEGIC PLAN 2019 -2023

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Introduction

The world is changing

Since the turn of the century, we have been witnessing a number of changes of various nature in the world. Some of them have a potential impact on and 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 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: 2030 Agenda of Sustainable Development (SDGs) and Agenda 2063. The realisation of these agenda requires changes / adjustments in the way African countries conduct their development. One of their main challenges 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 world is changing; Africa is changing and so needs our institution to evolve.

This then is the driver for a strategic plan that will situate IDEP and its capacity development role firmly in support of the changing needs of African policy management and development planning.

Context

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, below the minimum required to reach sustainability, and highly dependent on external factors. Transformation, diversification, sophistication and value addition are yet to become a common reality, and agriculture and industrial development are below their 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 and women who are more and more tempted by the migration. 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. Development planning processes are back; they can be improved and better organised to integrate the objectives of Agenda 2030 and 2063.

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 MDG 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.

IDEP Vision & Mission

IDEP is the pioneer pan-African institution established on the African continent for the building, upgrading and/or updating of the policy and technical aptitudes and proficiencies of mid- career and senior government officials in economic management and development planning. To this end, it works closely with governments, economic development and planning ministries of its African Member-States to assess their needs and develop general, specialized, and tailor-made courses for their officials. It also works with various line ministries concerned with the socio-economic development of Africa. IDEP also works with the African Regional Economic Communities (RECs). 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 high-level policy dialogues, public seminars, and policy conferences. It also conducts research programmes in the context of which it regularly hosts visiting research fellows. All these are key components of IDEP role as a think tank and incubator of new ideas and thinking .

Presentation of IDEP Strategy

The IDEP strategy is based on its own assessment of the training needs of African countries as well as the expectations of Africans decision makers to further accelerate their development. Indeed, the need for more capacity development 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 Above all, the strategy derives from the recommendations of:

- IDEP trainees; as expressed in their responses to the post-training questionnaires as well to the surveys conducted in 2016 and 2017
- IDEP's Course Directors in their post training reports
- IDEP Course Directors and Resource Persons in their reply to the 2018 survey
- The meetings of IDEP Technical Advisory Committee (TAC)

It has been developed through a theory of change – through which IDEP aims to ultimately contribute to **Improved public sector management & development planning in support of member States' structural transformation in line with Agenda 2030 (SDGs) & Agenda 2063**. Early evidence of changes in this impact level may be progressively evident over the duration of the five-year period of the plan, whilst others may not be clearly measurable until sometime beyond its implementation.

IDEP expects to make this highest-level contribution through focussing on three main domains of change (intermediate objectives) where stakeholders shall interact with and be influenced by IDEP's outputs. The changes at this level are expected to be incrementally measurable over the five-year period. These domains of change that IDEP seeks to influence are:

- 1) **Competence of development planners & policy makers in policy management, public sector systems & development planning**
- 2) **Competence of public sector systems for seeking & acquiring critical support for policy development & management; & for development planning**
- 3) **Competence of IDEP as the leading capacity development organisation for policy development, management & development planning in Africa**

The outputs that IDEP will produce to enable achievement of these kinds of influence will include:

- *An expanded pool of professional planners & policy makers*
- *The on-going design & delivery of highly relevant and timely trainings*

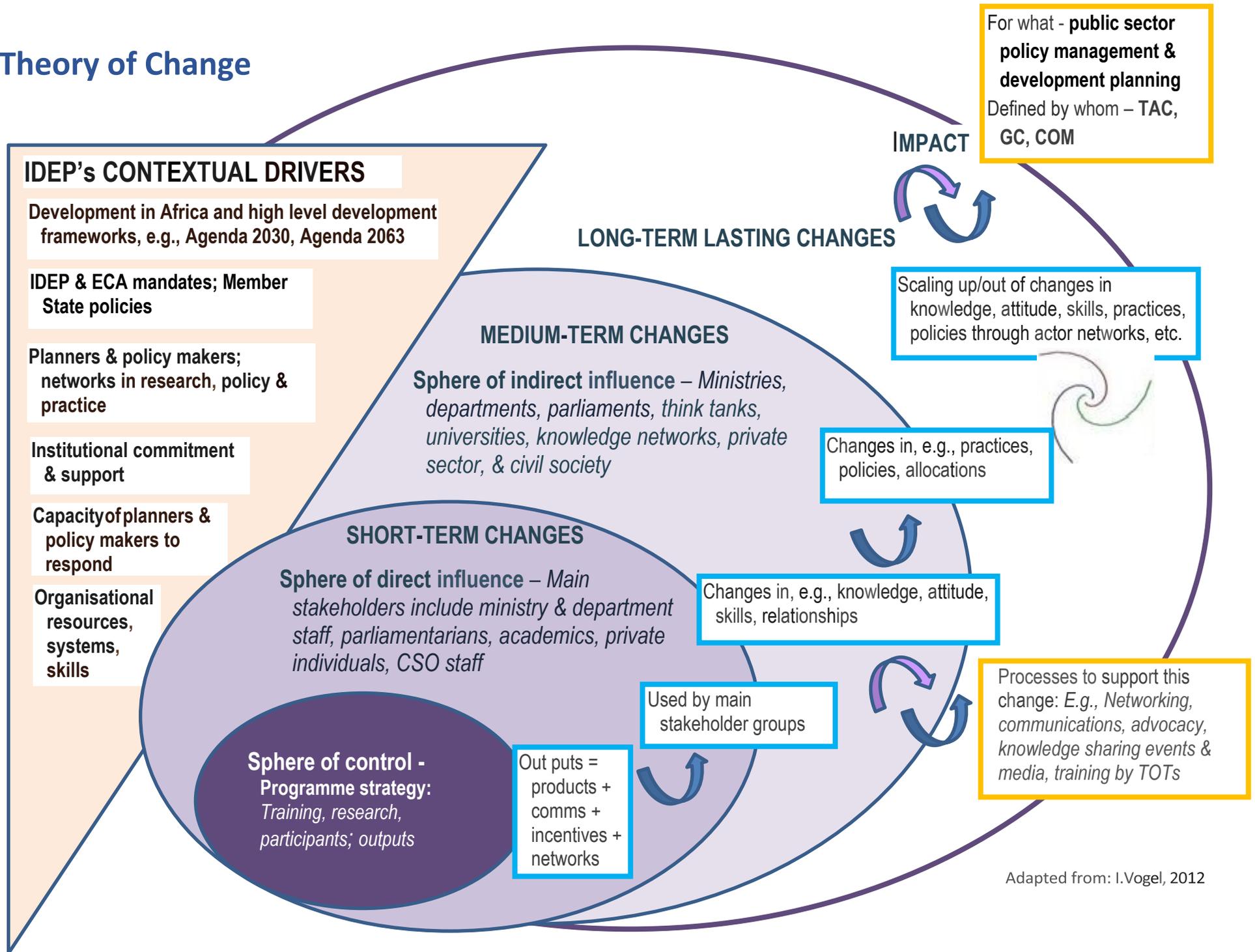
¹ We consequently commit ourselves to improving the planning processes in our countries by strengthening the human and institutional capacities at various levels.

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

- *Participatory engagement with regional & national bodies in public sector assessments*
- *Regional & national analyses documenting public sector strengths & gaps in policy development, management & development planning*
- *Expanded & strengthened knowledge production by IDEP*
- *Expanded & strengthened knowledge sharing by IDEP for African development*
- *Updated business processes and system strategies at IDEP*

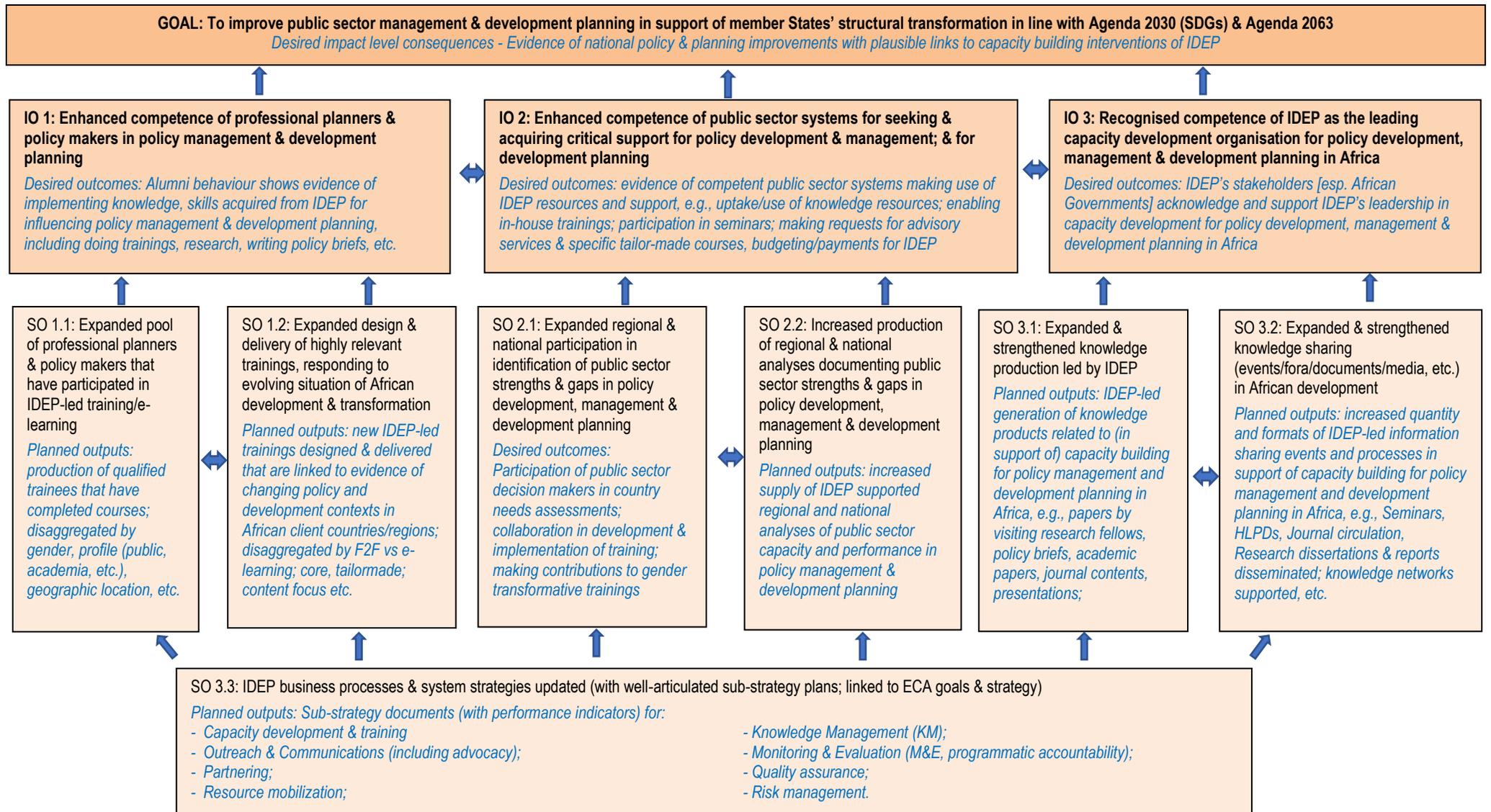
The updated business processes and system strategies will help to ensure quality performance and the efficient use of inputs toward the planned outputs.

IDEP Theory of Change



Adapted from: I.Vogel, 2012

IDEP Theory of Change with indicative results



Narrative IDEP strategy for 2019-2023

Goal

GOAL: To improve public sector policy management & development planning in support of member States' structural transformation in line with Agenda 2030 (SDGs) & Agenda 2063
Desired impact level consequences - Evidence of national policy & planning improvements with plausible links to capacity building interventions of IDEP

Rationale/situation

The realisation of the 2030 Agenda (SDGs) and Agenda 2063 requires changes / adjustments in the way African countries conduct their development. Anchored on its mandate, IDEP's mission is to accompany African countries in the rethinking of their development strategies and the building of the necessary capacity to successfully implement them. It is in this context that the main goal of IDEP's 2019-23 strategic plan has been conceived.

Goal: Indicators – impact level and targets

Impact Indicators	Targets	Source of Information	Baseline
Number of African Member States able to provide concrete evidence of improvement/s effected in their country in public sector management & / or development planning with a plausible link to the knowledge, skills & tools acquired from IDEP	25 African Member States in 2023 are able to provide concrete evidence of improvements effected in their country in public sector management & / or development planning with a plausible link to the knowledge, skills & tools acquired from IDEP	<ul style="list-style-type: none"> 2023 alumni survey, proportions calculated on basis of those sampled who complete the survey Survey of government ministries of economic and development planning 	<ul style="list-style-type: none"> Not yet

For IDEP to be able to improve the public-sector policy management & development planning in support of member States' structural transformation in line with Agenda 2030 (SDGs) & Agenda 2063, IDEP will need to demonstrate clear evidence of its contribution to the changes in national policy and planning. IDEP has thus translated its main goal into the following three intermediate objectives:

- Enhanced competence of development planners & policy makers in policy management, public sector systems & development planning
- Enhanced competence of public sector systems for seeking & acquiring critical support for policy development & management; & for development planning
- Recognised competence of IDEP as the leading capacity development organisation for policy development, management & development planning in Africa

The desired outcomes linked to the above intermediate objectives whose achievement shall signal the attainment of the main goal are:

- IDEP Alumni use the knowledge, skills, and tools acquired from IDEP to influence policy choices
- The work of the units, departments and ministries to which IDEP alumni belong is influenced by contributions they make based on knowledge, skill, and tools acquired from IDEP
- IDEP's influence in policy development, management & development planning in Africa is recognised

Intermediate objective 1: Enhanced competence of professional planners & policy makers

IO 1: Enhanced competence of professional planners & policy makers in policy management & development planning

Desired outcomes: Alumni behaviour shows evidence of implementing knowledge, skills acquired from IDEP for influencing policy management & development planning, including conducting training, doing research, writing policy briefs, etc.

Rationale/situation; evidence from past work

In a sample survey of IDEP alumni conducted in 2016, an 86% response rate was attained (259/300 surveyed). Two of the key questions focused on whether the Alumni had utilised the knowledge, skills, and tools gained from IDEP in their work and what impact they had had so far. A total of 98.8% reported that they are using the knowledge, skills and tools in their work (26.6% use it very often, 45.6% regularly and 26.6% occasionally). Regarding impact, 95.8% said that they had utilised the knowledge, skills and tools from IDEP to influence a meeting, an interview, a memo or a report³ whilst 84% said they used it to influence a policy or to modify a directive or a policy document at the national level.

Based on solid experience and evidence such as that detailed above, IDEP believes that its training courses and research work can lead to changes in knowledge, skills, attitude and relationships of its beneficiaries in their work and hence their overall contribution to policy management and development planning. Increasing the number of these beneficiaries will contribute to creating a critical mass of officials able to influence improvements in public sector management and development planning. In this regard, IDEP shall explore multiple means of building capacity including increasing its proportion of training designated for trainers and upscaling its online training programme. Whilst acknowledging the significant movement of staff within and across ministries and departments, IDEP assumes a reasonable degree of stability in the assignments of trained beneficiaries as well as transferability of the key skills.

IO 1: Indicators – outcome indicators & targets

Outcome Indicators	Outcome targets	Source of Information	Baseline
Annual proportion (%) of surveyed training alumni who report they have used knowledge, skills & tools acquired from IDEP (e.g., in development planning, policy formulation, management & evaluation; conducting trainings for others)	70% of surveyed training alumni annually report they have used the knowledge skills & tools acquired from IDEP	<ul style="list-style-type: none"> Annual sample survey of training alumni (assessed at least 6 months after training completed) Disaggregated results by type of behaviours: conducting training, doing research, writing policy briefs, etc. Also disaggregated by gender, location 	<ul style="list-style-type: none"> 2016 survey
Num/% of Masters graduates who continue within their gov't's civil service at least 2 years after training	60% of graduates who continue within their gov't's civil service after 2 years	<ul style="list-style-type: none"> Outcome survey of graduates 2 years after graduation Disaggregated data by gender, location 	<ul style="list-style-type: none"> No info yet
Proportion (%) of TOT trained experts that conducted trainings on selected development issues within the year after training; and numbers of people they have trained	50% of TOT trained experts that have conducted trainings on selected development issues within the following year after training; and 750 people trained by them by 2023.	<ul style="list-style-type: none"> Annual survey of TOT trained experts Training records from the trainers Disaggregated data by gender, location 	<ul style="list-style-type: none"> Not yet
Proportion (%) of training participants who complete a	80% of training participants complete a specific action plan	<ul style="list-style-type: none"> End of training survey 	<ul style="list-style-type: none"> Not yet

³ Source: IDEP Impact Evaluation and eLearning Commencement.docx

specific action plan by the end of the training for how they will use knowledge/skills/tools from IDEP in their work; & endorse a commitment statement to do so that will be shared with their supervisor in their home country	for how they will use the knowledge/skills/tools in their work by the end of the training & endorse a commitment statement to do so that will be shared with their supervisor back in their own country	<ul style="list-style-type: none"> • Course leader reports (showing completion rates for action plans & commitment statements) • Disaggregated data by gender, location (home country) 	
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Sub-objective 1.1: Expanded pool of professional planners & policy makers

SO 1.1: Expanded pool of professional planners & policy makers that have participated in IDEP-led training/e-learning

Planned outputs: production of qualified trainees that have completed courses; disaggregated by gender, profile (public, academia, etc.), geographic location, etc.

Rationale/situation; evidence from past work

Since the start of its operations in 1963, the Institute has trained over 6,000 African public officials. This capacity development has been done through training ranging from short courses (1 – 2 weeks) and Master’s Degree programmes, Diploma programmes (3 – 9 months). The annual average number of people trained is currently 500, mainly for the on-site training courses.

Applications to IDEP’s skills trainings have been steadily increasing over the years and have more than doubled since 2011. A 64% increase in the number of applications to IDEP courses was experienced in the 2016- 2017 biennium over the 2014-2015 biennium i.e. 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. In response to this surge, IDEP has trained over 3500 beneficiaries between 2012 and 2017.

Training statistics, 2012 -2017⁴

Year	Number of Short Courses		Number of Officials		Number of Participants	%age of Women	Number of Women
	Regular	Tailor-made	Regular	Tailor-made			
2017	20	1	615	29	644	29%	189
2016	19	-	594	-	594	29%	171
2015	20	4	460	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
Total	120	23	3023	491	3514	32 avg	1117

Women Participation

Women made up 32% of IDEP’s trainees over the period from 2012 to 2017.

An increase in the number of beneficiaries is expected to lead to a positive impact on the number of women whose capacity is built. However, it is important to underscore the fact that an objective limitation remains to women participation owing to the low number of women currently working in African civil services, which adds up to the obvious fact that, unlike their male colleagues, many are more reluctant to leave their home for long

⁴ Source: Draft Strategic Orientations 2018-2021.docx

periods. ⁵ Nevertheless, IDEP has a bold plan to reach 40% of women participation by 2023 and sees distance learning as a real opportunity to overcome this situation and allow more women to benefit from IDEP courses.

Geographic distribution

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

Training participants per region (2012-2017)

Sub-Region	% countries	Year											
		2012		2013		2014		2015		2016		2017	
		Num	%										
West Africa	28	236	58	477	65	173	33	240	41	257	43	244	36
Central Africa	13	45	11	45	6	58	11	33	6	55	9	75	11
East Africa	26	64	16	124	17	143	28	136	23	138	23	200	30
Southern Africa	20	44	11	61	8	95	18	61	10	96	16	82	12
North Africa	13	20	5	25	3	50	10	55	9	43	7	43	7
Other								64	11	5	1	27	4
Total		409		732		519		589		594		671	

Perceptions about training

A sample survey of IDEP alumni conducted in 2016 included questions related to the relevance of the courses. An analysis of the answers illustrates the positive image in which IDEP training courses are perceived, in terms of relevance of subjects and close linkages to African countries' development priorities, their impact on the beneficiaries' skills and the subsequent upscaled capacity of the departments from which they originate, and the development of their career amongst others.⁶

The survey results indicated that there is a high demand for distance training (e-learning); 89.4% of respondents welcomed the e-learning concept and 97.2 % expressed the wish to take part in online refresher courses.⁷ It is anticipated that IDEP's adoption and subsequent upscaling of eLearning will consolidate or even increase women's participation in training activities. The reduction of the face-to-face course duration is also likely to increase women participants' availability and to remove stumbling blocks to their mobility.⁸ The 2016 survey showed that most participants attended the core training courses (75.9%) whilst fewer attended non-core courses (16.7%) and even fewer attended tailor-made courses (7.5%). Further analysis of the responses from those who participated in core courses shows a fairly equal distribution amongst the 12 courses on offer.⁹

With regard to the Master's Degree , and as a flagship programme of IDEP , over the years it has attracted the interest of middle level and senior policy makers across Africa. Indeed, it is a programme for which the Institute is very well-known and which has generated considerable knowledge through the dissertations written by the graduates.¹⁰

Selection of trainees/course participants

IDEP's courses are open to participants fulfilling the selection criteria of: middle executives and superiors, high level managers working in the field or persons in charge of economic policy design, economic management and

⁵ Source: Draft Strategic Orientations 2018-2021.docx

⁶ Source: 55 - IDEP Director's report for 2016 - presented to the 55th session of the IDEP Governing Council.docx

⁷ Source: 56 - Director's report 56th GCRRev.docx

⁸ Source: IDEP Impact Evaluation and eLearning Commencement.docx

⁹ Source: Outcome of the survey on IDEP impact.docx

¹⁰ Source: idep_strategic_plan_2010-2015.docx

development planning any of the Member States. The participants can also be member of organised civil society and media organisations. The selection of the trainees is done through wide calls for applications process. Each intake of trainees takes into account gender, geography, and language balance¹¹

Whilst IDEP’s mandate focuses on civil servants, IDEP considers that in the context of inclusive and participatory development, its activities, and in particular the training courses should be open to a broader range of stakeholders.

IDEP expects to train up to 3625 officials (1450 women) by 2023 thereby contributing to an increased mass of officials well equipped with knowledge, skills, and tools to positively influence policy management and development planning in support of the achievement of the objectives and aspirations of agenda 2030 and 2063 for respective African countries.

SO 1.1: Indicators – output indicators & targets

Output Indicators	Targets	Source of Information
<ul style="list-style-type: none"> Num of persons trained – disaggregated by profile (gov’t officer, academic/researcher, civil society, etc.) 	<ul style="list-style-type: none"> 1875 Officials trained, disaggregated by profile (750 women) 	<ul style="list-style-type: none"> Registration & course records Disaggregated by type of course (e-learning, on-site, etc.; & main content area) Trained = satisfactory completion of one or more of IDEP’s core, tailor-made, or e-learning courses (addressing policy formulation & management)
<ul style="list-style-type: none"> Number of women trained - Disaggregated data: Num/% of women trained by officer level, by govt dept/ministry, by nature of course, by profile (govt, academic, civil society, NGO) 	<ul style="list-style-type: none"> 40% of trainees at officer level are women (1450), disaggregated by govt dept/ministry, by nature of course, by profile (govt, academic, civil society, NGO) 	<ul style="list-style-type: none"> Registration & course leader records/ reports Training graduate records
<ul style="list-style-type: none"> Num of Officials trained through E-learning Proportion (%) of participants are non-civil servants Proportion (%) completion rate Num of applicants to e-learning courses against number of places available 	<ul style="list-style-type: none"> 1750 Officials trained through E-learning (700 women) Proportional distribution by geography equivalent to num of countries per sub-region 25% of participants are non-civil servants 60% completion rate 75% of trainees satisfied 4 times the num of applicants compared to places available in the e-learning courses 	<ul style="list-style-type: none"> Registration & course leader reports/records End of training survey Disaggregated data: distribution by course content; geographic distribution of participants; gender; profile of participants
<ul style="list-style-type: none"> Num of Trainings of Trainers delivered Num of people trained to be trainers Trainee satisfaction level 	<ul style="list-style-type: none"> 20 ToTs delivered 200 people trained to be trainers 75% of trainees express satisfaction 	<ul style="list-style-type: none"> End of training survey (conducted at the end of training) Registration & course leader reports Pre-test/post-test achievement of targeted knowledge & skills in the training
<ul style="list-style-type: none"> Num of Masters programmes implemented Num of Officials graduated from the Masters programmes Num of theses produced Num of applicants / year to the Masters programme Num/% of 54 African client countries represented among Masters 	<ul style="list-style-type: none"> 2 Masters programme implemented 150 Officials graduated from the Masters programme 150 theses produced At least 3 times the applicants to the places available in the Masters prog 	<ul style="list-style-type: none"> Geographic representation of graduates assessed at end of programme phase (2023) Masters Degree records and reports from partner universities

¹¹ Source: IDEP Impact Evaluation and eLearning Commencement.docx

graduates; or % of graduates from each of the 5 major African sub-regions	<ul style="list-style-type: none"> 50% of 54 African client countries represented among graduates by the end of the SP (5 years) 	
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Sub-objective 1.2: Expanded design & delivery of highly relevant trainings

SO 1.2: Expanded design & delivery of highly relevant trainings, responding to evolving situation of African development & transformation

Outputs: new IDEP-led trainings designed & delivered that address evidence of changing policy and development contexts in African client countries/regions; disaggregated by F2F vs e-learning; core, tailored; content focus etc.

Rationale/situation; evidence from past work

Ability to adapt to specific needs

Over the years the IDEP offering to African countries has evolved in response to their capacity development needs. Over the past three (3) years, IDEP has delivered more courses in partnership (75%) than its own core courses. The former are courses that have been driven by demands from member States themselves, further demonstrating IDEP's capacity to adapt to the evolving capacity development needs of member States and react with agility in response.¹²

In cooperation with UNITAR and ECA, two (2) courses were designed and launched based on the ECA Economic and Social reports for 2015 (ERA 2015 – industrialisation and trade) and 2017 (ERA 2017 – industrialisation and urbanisation). Each of the courses lasted 6 weeks and was delivered in both English and French. While 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.¹³

The revamped capacity development and training programme which IDEP will be pursuing between 2019 and 2023 shall be informed by gender considerations. Gender dimensions will be integrated into all of the capacity development and training course modules offered by the Institute as part of a broader strategy to enhance African policy awareness of and engagement with gender questions and concerns.¹⁴

SO 1.2: Indicators – outcome results & targets

Outcome Indicators	Outcome targets	Source of Information	Baseline
<ul style="list-style-type: none"> Num of applicants vs slots available for IDEP courses 	<ul style="list-style-type: none"> Annual increase in number of applications (numbers, geographic sources, nature of courses requested) 	<ul style="list-style-type: none"> Capacity development programme records 	<ul style="list-style-type: none"> Available

SO 1.2: Indicators – outputs & targets

Output Indicators	Targets	Source of Information
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¹² **Source:** IDEP Impact Evaluation and eLearning Commencement.docx

¹³ **Source:** 56 - Director's report 56th GCREv.docx

¹⁴ **source:** idep_strategic_plan_2010-2015.docx

<ul style="list-style-type: none"> ● Num of On site courses delivered ● Trainee satisfaction level 	<ul style="list-style-type: none"> ● 75 On site courses delivered ● 75% of trainees express satisfaction at end of course 	<ul style="list-style-type: none"> ● Registration & course leader records/ reports ● End of training survey
<ul style="list-style-type: none"> ● Num of E-learning courses designed & delivered ● Num of new e-learning courses delivered per year ● Trainee satisfaction level 	<ul style="list-style-type: none"> ● 35 E-learning courses delivered ● 2 new courses delivered per year ● 75% of trainees express satisfaction at end of course 	<ul style="list-style-type: none"> ● Course records ● End of training survey
<ul style="list-style-type: none"> ● Num of Tailor-made courses delivered following requests from MS ● Num of Officials trained ● Trainee satisfaction level 	<ul style="list-style-type: none"> ● 20 Tailor-made courses delivered following requests from MS ● 300 Officials trained ● 75% of trainees express satisfaction at end of course 	<ul style="list-style-type: none"> ● End of training survey ● Registration & course leader reports

Intermediate objective 2: Enhanced competence of public sector systems for seeking & acquiring critical support

IO 2: Enhanced competence of public sector systems for seeking & acquiring critical support for policy development & management; & for development planning

Desired outcomes: evidence of competent public sector systems making use of IDEP resources and support, e.g., uptake/use of knowledge resources; enabling in-house trainings; participation in seminars; making requests for advisory services & specific tailor-made courses, budgeting/payments for IDEP

Rationale/situation; evidence from past work

Advisory services

In the 1980s and 1990s, faced by 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 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 many 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 its extensive network of African specialists.

The enhancement of the competence of public sector systems for seeking & acquiring critical support for policy development & management; & for development planning shall be evidenced by the expected increase in requests from member states for technical and advisory services. This result will also be bolstered through the IDEP's network of alumni, research activities, communication and outreach events, high level policy dialogue and development seminars series. The availability of adequate and predictable financial resources will be determinant to support these achievements. In addition, countries will gain by keeping trained officials in development planning and economic policy design and management portfolio. This achievement will also enhance the competence of professional planners and policy makers and ultimately improve public sectors management.

IO 2: Indicators – outcome indicators & targets

Outcome Indicators	Outcome targets	Source of Information	Baseline
<ul style="list-style-type: none"> Response to advisory service recommendations (after 6-12 months) 	<ul style="list-style-type: none"> 75% of the requesting bodies (Ministries, university departments, NGOs, etc.) achieve at least partial implementation of recommendations by follow up 	<ul style="list-style-type: none"> Assess at least 6 months to 1 year after the service; Use a follow up survey Disaggregate results by response to recommendations [accept & act; partial accept & act; reject] 	<ul style="list-style-type: none"> Not yet
Response to needs assessment mission recommendations [by client countries, e.g., in requests for specific or tailor-made IDEP training courses/materials]	75% of the requesting bodies (Ministries, university departments, NGOs, etc.) achieve at least partial implementation of recommendations by follow up OR evidence of use of at least 75% of NA reports	<ul style="list-style-type: none"> Reports of assessments conducted at least 6 months to 1 year after the service; Follow-up surveys Disaggregate results by nature of response to mission recommendations [accept & act; partial accept & act; reject] 	<ul style="list-style-type: none"> Not yet
<ul style="list-style-type: none"> Num of requests for tailor-made courses 	<ul style="list-style-type: none"> Annual increase in number of requests (numbers, geographic sources, nature of courses requested) 	<ul style="list-style-type: none"> Capacity development programme records 	<ul style="list-style-type: none"> Available

Sub-objective 2.1: Expanded regional & national participation in identification of public sector strengths & gaps

SO 2.1: Expanded regional & national participation in identification of public sector strengths & gaps in policy development, management & development planning

Desired outcomes: Participation of public sector decision makers in country needs assessments; collaboration in development & implementation of training; making contributions to gender transformative trainings

Rationale/situation; evidence from past work

With the increased demands from member States on needs assessments, IDEP is envisioning using the pool of trained civil servants and researcher sto provide regular feedbacks and assist in technical and advisory services with beneficiaries countries.

The involvement of trainees in technical and advisory services delivery will contribute to the increased participation of public sector decision makers in country needs assessments and program implementation. This will therefore enhance the competence of professional planners and policy makers and ultimately improve public sectors management.

SO 2.1: Indicators – outcome results, & targets

Outcome Indicators	Outcome targets	Source of Information	Baseline
<ul style="list-style-type: none"> Num of requests for advisory services Num of African countries making requests for advisory services 	<ul style="list-style-type: none"> Annual increase in number of requests for advisory services (numbers, geographic sources, nature of services requested) 	<ul style="list-style-type: none"> Disaggregate by nature of requests, requesting agency/ ministry Management response – actions & opinions to advisory service reports from the host/client country 	<ul style="list-style-type: none"> Available

		(comments about utility, relevance, satisfaction) OR end of mission survey	
<ul style="list-style-type: none"> Number of countries participating/collaborating in needs assessment missions Number & profile of local participants in the mission Nature of collaborative participation achieved 	<ul style="list-style-type: none"> 3 per year (15 by 5 years) 5 high level persons per needs assessment Some in preparation, some in interactions, and validation, but less in the actual writing 	<ul style="list-style-type: none"> Management response – actions or opinions about assessment mission reports from the host/client country (comments about utility, relevance, satisfaction) OR End of -mission survey 	<ul style="list-style-type: none"> Not currently doing IDEP led NA missions where this is within control of IDEP

Sub-objective 2.2: Increased production of regional & national analyses documenting public sector strengths & gaps

SO 2.2: Increased production of regional & national analyses documenting public sector strengths & gaps in policy development, management & development planning

Planned outputs: increased supply of IDEP supported regional and national analyses of public sector capacity and performance in policy management and development planning

Rationale/situation; evidence from past work

IDEP acts as a think tank with the aim of guiding policy change and decision making at the highest level on a number of development challenges. In this context, the Institute regularly organizes flagship research activities including fellowship programme, development seminars, policy dialogues of varied duration on practical problems of national, regional and international development pertinent to the needs of African Governments.

The sustainability of IDEP demand driven technical and advisory services through adequate resources will lead to the increased support to regional and national analysis of public sector capacity and performance in economic policy design and development planning. This will consequently enhance the competence of professional planners and policy makers and ultimately improve public sectors management.

SO 2.2: Indicators – outputs & targets

Output Indicators	Targets	Source of Information
Num of Advisory services provided	10 Advisory services provided	<ul style="list-style-type: none"> Mission reports (using an advisory services template)
Proportion (%) of advisory service missions followed up (at 6 months or 1 year) with assessment of response to recommendations	100% follow up done	<ul style="list-style-type: none"> Follow up survey with countries served
Num of needs assessment missions undertaken	10 needs assessment missions undertaken	<ul style="list-style-type: none"> Mission reports (using a needs assessment template) Management responses to needs assessment reports from the host/client country (comments about validity, usefulness, satisfaction) OR After-mission survey (conducted at end of mission)

Intermediate objective 3: Recognised Competence of IDEP as the leading capacity development organisation

IO 3: Recognised competence of IDEP as the leading capacity development organisation for policy development, management & development planning in Africa

Desired outcomes: IDEP's stakeholders [or African Governments] acknowledge and support IDEP's leadership in capacity development for policy development, management & development planning in

Rationale/situation; evidence from past work

For more than fifty-five years, IDEP has supported African countries' economic management and development planning while adapting and responding to the evolving global and continental priorities and emerging demands. IDEP has also served as a forum for learning, reflection, sharing, analysing and advancing emerging national and regional development challenges and opportunities.

As has been detailed already in this document, demand for IDEP support has risen rapidly and it is expected to continue rising due to the increasing capacity development needs of African countries working to achieve agenda 2030 and 2063.

Overall, about 3500 civil servants and development practitioners benefited from IDEP training from 2012 to 2017. A third of these participants are female and 90% of surveyed trainees found IDEP trainings relevant to the African context with about 96% of trainees indicating they would recommend IDEP online training courses to others and 90% stating to have used new knowledge acquired to influence internal processes

The increase in the number of trained governments officials, IDEP alumni and knowledge products shall make IDEP a "go to place" for professional training and capacity building on issues related to economic policy design, economic management and development planning. In addition, the improved quality and relevance of its trainings anchored by ECA analytical research activities that nurture the integration of the three pillars of sustainable development, make IDEP a unique capacity development Institute on the continent. This will also enhance the competence of professional planners and policy makers and ultimately improve public sectors management.

IO 3: Indicators – outcome results, & targets

Outcome Indicators	Outcome targets	Source of Information	Baseline
<ul style="list-style-type: none"> Proportion (%) of those surveyed annually from 2021 who indicate that they are satisfied with IDEP's overall services 	<ul style="list-style-type: none"> 75% who completed the annual survey starting from 2021 indicate that they are satisfied with IDEP's overall services 	<ul style="list-style-type: none"> Annual sample survey (e.g., with Ministry representatives, course leaders, alumni, trainees, IDEP staff, partner organisations, etc. 	<ul style="list-style-type: none"> Annual survey of resource persons and course directors 2016 survey of alumni
<ul style="list-style-type: none"> Annual tally of number of formal partners having an MoU/LoA with IDEP, disaggregated by main focus of the partnership, & region of coverage 	<ul style="list-style-type: none"> 15 partners with signed MoUs / LoAs 	<ul style="list-style-type: none"> Partnership records 	<ul style="list-style-type: none"> Available

Sub-objective 3.1: Expanded Knowledge production led by IDEP

SO 3.1: Expanded & strengthened knowledge production led by IDEP

Planned outputs: IDEP-led generation of knowledge products related to (in support of) capacity building for policy management and development planning in Africa, e.g., papers by visiting research fellows, policy briefs, academic papers, journal contents, presentations;

Rationale/situation; evidence from past work

Knowledge generated by IDEP includes, but is not limited to:

- Fellowships
- Research papers
- Monthly Development Seminars
- High Policy Dialogues.
- Training products: Course Syllabi; Workgroups; Master Degree theses
- Documentaries
- Digitization project

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. 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. 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 other Masters' degree programmes with Academic Partners .

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 IDEP complements the Institute's training programme and responds to the needs of the policy-making communities and other stakeholders. 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.

Fellowship programme

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

For the last few 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 gain 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. It is planned to involve the Fellows in IDEP training activities.

The primary resource that is put at the disposal of the beneficiaries of the fellowship programme is the IDEP Library which holds a rich array of primary and secondary development literature, including copies of all the

development plans produced in post-independence Africa. In addition, Fellows are also given logistical support to enable their efficient use of the limited reflection time they have. Furthermore, the intellectual networks and statistical databases of the Institute will continue to be made available to them. In return, in addition to the written report which they would be expected to produce, the fellows will be required to undertake one structured interaction to which a small group of Dakar-based professionals will be invited by the Institute. The initiative is expected to yield monographs, policy reports and policy briefs that will be a source of considerable value to practitioners and scholars alike. The Visiting Fellowships shall range from one to three months and a maximum of six Fellowship awards are planned to be made annually, representing a significant increase (200%) in the current fellowship numbers.¹⁵

Digitisation of library materials

In order to ensure continuous access to heritage knowledge materials, more than 1400 titles of IDEP knowledge materials spanning more than six (6) decades which were not fully accessible have been now digitised, catalogued and will be made accessible publicly online.

IDEP believes that this planned increase in the production of knowledge through various means outlined above, which also depend on the availability of adequate resource and the willingness of member states to cooperate, will contribute to the increase use of knowledge products at regional and national levels through which public sector strengths are documented. This is further expected to lead to increased recognition of IDEP as a competent and leading capacity development institute on the African continent.

SO 3.1: Indicators – outputs & targets

Output Indicators	Targets	Source of Information
<ul style="list-style-type: none"> Number of new course guidelines/ manuals/ handout sets added to the IDEP on-line resource library annually 	<ul style="list-style-type: none"> At least 5 new e-learning course guidelines, 5 new off-line course guidelines/ manuals/ handout sets added to the IDEP on-line resource library annually 	<ul style="list-style-type: none"> Disaggregate data by new tailor-made vs new core course guides?
<ul style="list-style-type: none"> Num of Masters theses received at library for archiving & posted to on-line database 	<ul style="list-style-type: none"> All newly approved theses to be posted 	<ul style="list-style-type: none"> Library record of theses received Masters programme record of theses produced
<ul style="list-style-type: none"> Cumulative FAQ site available on-line, based on key questions arising from multiple services & information sharing events of IDEP 	<ul style="list-style-type: none"> 75% of the 54 client countries are contributing questions to the site 	<ul style="list-style-type: none"> Disaggregate by types of services & events contributing questions (and answers) to the site (e.g., advisory services, research presentations, IDS, HLPDs, e-learning courses, etc.) Disaggregate by geographic source of questions
<ul style="list-style-type: none"> Num of policy briefs produced at/through IDEP & disseminated among IDEP's network Num of research papers produced at/through IDEP & disseminated among IDEP's network Num of formal papers produced at/through IDEP & published in peer-reviewed academic journals 	<ul style="list-style-type: none"> 20 policy briefs produced & disseminated among IDEP's network 20 research papers produced & disseminated among IDEP's network 10 papers published in academic journals 	<ul style="list-style-type: none"> Research leader records (for tracking outputs of researchers) Disaggregated by contributing authorship (e.g., visiting fellows, Masters students, IDEP staff, etc.) Library records (policy briefs & research papers that are received & distributed)
<ul style="list-style-type: none"> Num of visiting research fellows Proportion (%) of visiting fellows that are female 	<ul style="list-style-type: none"> 20 visiting research fellows 50% of visiting fellows are female 	<ul style="list-style-type: none"> Research office records (in IDEP)

¹⁵ Source: idep_strategic_plan_2010-2015.docx

Sub-objective 3.2: Knowledge sharing

SO 3.2: Expanded & strengthened knowledge sharing (events/fora/documents/media, etc.) in African development

Planned outputs: increased quantity and formats of IDEP-led information sharing events and processes in support of capacity building for policy management and development planning in Africa, e.g., Seminars, HLPDs, Journal circulation, Research dissertations & reports disseminated; knowledge networks supported, etc.

Rationale/situation; evidence from past work

Short courses delivered over one to two weeks represent the bulk of IDEP activities. They are complemented with high-level dialogues, monthly seminars and a fellowship programme, considered as research-based activities. These complementary activities are organised regularly, and they focus on various development challenges. They reinforce the think-tank role of IDEP and assist in guiding policy change and decision making at the highest level.

Seminars

IDEP Development Seminars (IDS) are gaining momentum as evidenced by the increasing number of participants, their positive feedback and the media coverage. The objective during the 2019-23 planning period will be to continue organising the IDS in their current format, six (6) annually, tapping into local expertise in Senegal as well as the presence of resource persons during the training courses. Additionally, four (4) high-level policy dialogues involving experts and participants coming from outside Senegal shall be organised.

The policy dialogues will be convened on contemporary development themes and topics of sub- regional, regional or global interest for which either the articulation of African perspectives are required or an aggregation and harmonisation of viewpoints could serve the useful purpose of advancing policy and political action. As with the agenda of advanced policy research which the Institute will follow, the advanced policy dialogue programme will be broadly anchored on the African development agenda as agreed within the processes of the AU. The dialogues will be targeted at high-level participants drawn from the regional and sub-regional institutions, national- level public institutions, the organised private sector, non-governmental organisations, the media, and various international development partners. They will, in the main, be animated by IDEP staff and senior African academics and policy intellectuals with a first-hand knowledge of the themes that would be covered but, as appropriate, research knowledge and expertise will also be sourced from other regions of the world.

By their structure and orientation, the dialogues will, at a minimum, contribute to the nurturing a research-policy nexus in Africa. But they will also be promoted as fora where senior African policy makers can engage in structured exchanges with the organised private sector, other key non-governmental players, and international development partners on specific thematic or topical questions. Furthermore, they will allow for a sharing of comparative experiences in development practice and mutual learning. Each advanced policy dialogue organised will be structured around a clearly-defined question and will be expected to provide useable outcomes that can help in stimulating further action along the lines desired. The reports from the dialogues would be distributed, both in hard copy and electronically, to relevant policy communities across the African continent; they will also be posted online on the IDEP website to allow for a continuing conversation around the issues covered. Every year, reports of all the policy dialogues organised will be compiled into one accessible reference volume¹⁶ and launched during a high level event.

A continuous update website, knowledge hub and thematic knowledge repositories are being developed to support training capacity development and research.

The increased demand from member States will lead to the increase of knowledge sharing events which will be compounded with a continuous update of the Institution knowledge repository that also constitute another channel. However as above, these will depend on the availability of adequate financial resources. Furthermore

¹⁶ **Source:** idep_strategic_plan_2010-2015.docx

the achievement of expanded knowledge creation and sharing on african development will enhance the competence of professional planners and policy makers and ultimately improve public sectors management.

SO 3.2: Indicators – outcome indicators & targets

Outcome Indicators	Outcome targets	Source of Information	Baseline
<ul style="list-style-type: none"> • Num of people that have physically visited the library • Num of online visitors to the library • Num of resources accessed OR number of resources downloaded – disaggregated by content area, & country location of user 	<ul style="list-style-type: none"> • 15 000 people have visited the library • 12,000 visits to the online library per year • 40,000 of library resources downloaded per year 	<ul style="list-style-type: none"> • Library records • Website counter app 	<ul style="list-style-type: none"> • Available • Available • Not available
<ul style="list-style-type: none"> • Num of attendees/participants at IDS – disaggregated by policy makers, academics, researchers, civil society; • Num of attendees/participants at HLPDs – disaggregated by policy makers, academics, researchers, civil society; • % of women attendees/ participants in IDS & HLPDs 	<ul style="list-style-type: none"> • 250 attendees/participants at IDSs per year – disaggregated by policy makers, academics, researchers, civil society; • 100 attendees/participants at HLPDs per year – disaggregated by policy makers, academics, researchers, civil society; • 30% of women attendees/ participants in IDS & HLPDs 	<ul style="list-style-type: none"> • Organiser records / reports 	<ul style="list-style-type: none"> • Available • Available • Available

SO 3.2: Indicators – output indicators & targets

Output Indicators	Targets	Source of Information
<ul style="list-style-type: none"> • Num of IDS organized/delivered • Num of HLPD organized 	<ul style="list-style-type: none"> • 45 IDS organized • 10 HLPD organized 	<ul style="list-style-type: none"> • Organiser records / reports
<ul style="list-style-type: none"> • Num of Social media access hits 	<ul style="list-style-type: none"> • 5000 	<ul style="list-style-type: none"> • Audit/monitoring of social media sites operated by IDEP
<ul style="list-style-type: none"> • Num of large group meetings organised with IDEP alumni per year • Operational status of an on-line e-platform for IDEP alumni 	<ul style="list-style-type: none"> • 2 meetings with IDEP alumni per year • An e-platform for IDEP alumni is operational by 2020 	<ul style="list-style-type: none"> • Meeting registration & reports • IT reports

Sub-objective 3.3: IDEP Business processes & system strategies

<p>SO 3.3: IDEP business processes & system strategies updated (with well articulated sub-strategy plans; linked to ECA goals & strategy)</p> <p><i>Outputs: Sub-strategy documents (with performance indicators) for:</i></p> <p><i>Capacity development & training</i></p> <p><i>Outreach & Communications (including advocacy);</i></p> <p><i>Partnering;</i></p> <p><i>Monitoring & Evaluation (M&E, programmatic accountability).</i></p>		<p><i>Knowledge Management (KM);</i></p> <p><i>Resource mobilization;</i></p> <p><i>Risk management;</i></p>
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Rationale/situation; evidence from past work

IDEP acknowledges that business processes, procedures and system strategies that are: documented; grounded in its vision and strategy; clear; designed to empower and inform staff; well disseminated to all staff and stakeholders as necessary; flexible and continuously improved are important to its effective and efficient functioning and therefore delivery of its programme. As a subsidiary of the ECA, IDEP subscribes to corporate strategies developed by the ECA on various business areas over the years. As an entity that has a unique mandate and role within the ECA, IDEP further acknowledges the requirement for clearly defined sub-strategies that address its operational specificities and align with its theory of change. To effectively support the implementation of the 2019-2023 strategic plan, IDEP plans to fully develop the following key sub-strategies by 2020: Capacity Development and Training; Knowledge Management; Outreach and Communications; Monitoring and Evaluation; Partnership and Resource Mobilisation; and Risk Management.

The implementation of these sub-strategies is expected to significantly improve IDEP’s delivery through :

- efficient and quality programme implementation,
- effective design of interventions including training,
- efficient tracking of the influence of IDEP alumni on policy and development planning,
- impactful knowledge generation and delivery,
- significantly increased knowledge of IDEP and demand for its services by African countries,
- an expanded pool of partners with mutual interest,
- sustainable programme resourcing, and
- the continuity of the programme through better management of its major risks.

In its quest to contribute to the improvement of public-sector policy management and development planning in line with Agenda 2030 (SDGs) & Agenda 2063 in African countries, IDEP considers the benefits it shall derive from these key sub-strategies indispensable.

SO 3.3: Indicators – outputs & targets

Output Indicators	Targets	Source of Information
<ul style="list-style-type: none"> • Annual status of IDEP policies, guidelines, plans & strategies (or ‘sub-strategies’) for IDEP key processes & systems 	<ul style="list-style-type: none"> • Policy, guidelines, & strategies for the following IDEP key processes & systems updated by 2020: <ul style="list-style-type: none"> - Capacity Development - Knowledge Management - Monitoring and Evaluation - Outreach and Communications - Partnership and Resource Mobilisation - Risk Management 	<ul style="list-style-type: none"> • Annual programme director’s (or Administrator’s) report with section on status of update process. • Documented and disseminated sub-strategies

Sub-strategies to be developed in support of the 2019-2023 strategy

Capacity Development

Whilst IDEP has historically focused on skills development and the building of a critical mass of human capital, its 2019-2023 strategy clearly outlines a new focus which premised on the need to address both human and institutional capacity development in an integrated fashion that will drive a systemic change that reinforces better approaches to governance, management of social capital, and delivery systems in support of socioeconomic development. This shall be elaborated by a capacity development strategy that will be developed and implemented by 2020. It shall articulate how IDEP will support its Member States, the African Union, Regional Economic Communities, and other pan-African institutions in order to strengthen their capacity to

promote and achieve sustainable and inclusive growth , and to accelerate structural transformation within the context of agendas 2030 and 2063 both of which place strong emphasis on the need to address capacity development challenges in Africa.

Knowledge Management

Knowledge management being a key element of its strategy, IDEP 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. IDEP's ambition is to consolidate the existing knowledge resources and management mechanisms towards the building of a state-of-art innovative knowledge resources center that responds to evolving research, teaching and learning needs. A system to collect (or retrieve), process, manage, archive, preserve and distribute knowledge products to support trainers, learners, researchers and policy-makers on the continent is what is envisioned by IDEP. It is expected to be accessible any-where, anytime from any device.

Outreach & Communication

The role of outreach and communication as a core function is now widely understood and accepted– whether harnessed towards informing better policy decision-making or deployed in operational mode to help deliver more effective interventions. IDEP's strategic communication will focus on the following four approaches :

- Rebranding IDEP and reframing training and capacity building needs of member States and other Stakeholders in an evolving and changing nature of the work disrupt markets
- Communication to make IDEP a “Go to Place” in term of training and capacity building and research on economy policy design management and development planning;
- Communication to raise awareness, share knowledge and information;
- Communication to influence policy, practices, planning and processes.

For each of these approaches there is need to strike a balance between ‘pushing’ content to stakeholders and ‘pulling’ stakeholders to interact. Depending on which approaches are selected, different channels and tools are required.

IDEP's communication strategy is to be anchored by the ECA communication strategy whose main is to be “...an effective, coordinated outreach effort providing compelling, focused messages tailored to specific target audiences, using up-to-date communications tools, working in multiple languages, and leveraging product launches and key events to positively influence African policies and policymakers, as well as the public image of ECA, and more broadly, the United Nations in Africa”.

Therefore as an institution which serves all the fifty four African countries, IDEP is investing itself in new approaches for reaching out and disseminating its output to further enhance its relevance among key development players connected to Africa in order to broaden the constituencies which it serves and contribute to the nurturing of popular knowledge about economic policy management and development planning . To strengthen its visibility IDEP aims to use networks at continental level with specific interest at the regional levels, such as economic journalists, KM practitioners, IDEP alumni, etc. With outreach through a newsletter in development, a more dynamic website, social media platforms, research papers, partnership with academic institutions, think tanks, etc. IDEP will position itself as a Center of Excellence in capacity development and knowledge generation for Africa.

A monitoring of the impact of the IDEP communication strategy and policy engagement will combine quantitative measures (such as ‘number of op-eds produced’, ‘number of website hits’, ‘number of Facebook likes’, ‘number of Twitter followers’) with a variety of more innovative and qualitative measures of impact (such as ‘quality of social media interactions’, ‘reach of IDEP knowledge repository, messages’, ‘influence of IDEP’ etc).

Monitoring & Evaluation

The need to develop functional monitoring and evaluation (M&E) framework for training and capacity development systems is widely acknowledged. An M&E system not only provides essential data for monitoring the services delivered, it also helps in guiding the planning, coordination, and implementation processes of a program and identifying areas for improvement, and thus improving the system as a whole.

Particularly IDEP M&E system is based on defined performance indicators, baseline and targets defined in the strategic framework. The M&E system will help to evaluate IDEP performance and identify the factors which contribute to its service delivery outcomes. It provides strategy on how the Institution should become more effective in enhancing competence of critical mass of professional planners and policy makers in policy management and development planning as leading institution.

Specific objectives of the M&E mechanism are to:

- Assess more effectively how far the Program goals and objectives are being achieved;
- Use as a tool for monitoring progress towards achieving planned, outputs, intermediary outcome, outcome and attribution to the impact;
- Outline specific steps and tools for informed decision making;
- Outline various roles and responsibilities regarding M&E with a view to tracking progress and demonstrating results;
- Develop plans for data collection, analysis, use, and data quality;
- Make informed decisions and take appropriate, timely action with respect to programs;
- Provide effective and relevant departmental reporting on programs; and
- Ensure that credible and reliable performance data are being collected to effectively support evaluation.

The operationalization tool of the M&E framework is a comprehensive performance measurement framework (PMF) which will generate a comprehensive dataset on which to evaluate the strategy's effectiveness, contribute to future decision-making and provide a strong evidence base for member States and other stakeholders. It will help to raise a "red flag" when something is wrong. Key elements of the PMF include expected outcome, outputs, indicators, means of verification/data collection source, data collection methodology, data collection periodicity and responsibility.

Furthermore IDEP as part of the ECA will be subjected to the corporate performance measurement tool and performance oversight.

Partnerhips and Resource Mobilisation

Africa's capacity development challenges are significantly huge that no single organisation, irrespective of resourcing or capacity, is capable of addressing them alone.

IDEP plans to make demonstrable impact through its 2019-2023 strategic plan. IDEP also recognizes that it can only make a real difference to the structural transformation agenda through its core areas of comparative advantages. It further recognizes that this impact can be limited if its capacity development programme is not delivered in a complementary manner with partners driven by mutual interests. Added to this and against the increase in demand for capacity development services, the donor landscape has become very competitive due to a general shortage of development funds entailing that organisations, including IDEP, have to focus on creating synergies and strengthening their collaboration with other key development actors in order to leverage financing and technical expertise necessary for the provision of services to African Member States.

IDEP's current partners include international development institutions; academic institutions; think tanks; UN agencies; regional and sub-regional bodies; private sector; civil society; foundations and philanthropic institutions. Since 2017 IDEP embarked on a strong campaign to diversify and increase its breadth and depth of partnerships and this will be continued into the future beyond the 2019-2023 strategic plan. A robust partnership and resource mobilization strategy will be developed and implemented by 2020 to guide these efforts with the aim of ensuring that IDEP attains its goals of being self-sufficient and sustainable. Special attention will be given to partnerships with the UN system as per the recommendation of the UN reforms.

Risk Management

Risk Management is defined as the identification, evaluation, and prioritisation of risks followed by a coordinated and economical application of resources to minimize, monitor and control the probability or impact of unfortunate events , or to maximize the realization of opportunities. IDEP recognizes that an everevolving operating environment and the nature of its target audience amongst many other factors could have an impact on its ability to successfully deliver on its strategic objectives.

In response, by 2020, IDEP will develop and implement a robust risk management strategy that will guide the embedding of risk management in the delivery processes of IDEP. In particular, the strategy will guide the following: risk identification and categorization into economic, political, social, environmental, operational, and reputational risks; risk analysis to determine the level of individual risks; risk evaluation to identify and assess options, determine appropriate responses, and prioritize risks; risk treatment; risk monitoring and review.

ANNEX I : Results framework (Draft)

Hierarchy of objectives	Impact Indicators	Targets	Source of Information	Baseline
<p>Goal</p> <p>To improve public sector management & development planning in support of member States' structural transformation - primarily linked to the achievement of the Agenda 2030 (SDGs) & Agenda 2063, more efficient use of resources, climate & gender sensitivity / transformation, etc.</p>	<p>Proportion (%) of 54 African Member States able to provide concrete evidence of improvement/s effected in their country in public sector management & / or development planning with a plausible link to the knowledge, skills & tools acquired from IDEP</p>	<p>40% of 54 African Member States in 2023 are able to provide concrete evidence of improvements effected in their country in public sector management & / or development planning with a plausible link to the knowledge, skills & tools acquired from IDEP</p>	<ul style="list-style-type: none"> • 2023 alumni survey, proportions calculated on basis of those sampled who complete the survey • Survey of government ministries of economic & development planning 	<ul style="list-style-type: none"> • Not yet
	Outcome Indicators	Outcome targets	Source of Information	Baseline
<p>IO 1</p> <p>Competence of professional planners & policy makers in policy management & development planning</p>	<p>Annual proportion (%) of surveyed training alumni who report they have used knowledge, skills & tools acquired from IDEP (e.g., in development planning, policy formulation, management & evaluation; conducting trainings for others)</p>	<p>70% of surveyed training alumni annually report they have used the knowledge skills & tools acquired from IDEP</p>	<ul style="list-style-type: none"> • Annual sample survey of training alumni (assessed at least 6 months after training completed) Disaggregated results by type of behaviours: conducting training, doing research, writing policy briefs, etc. Also disaggregated by gender, location 	<ul style="list-style-type: none"> • 2016 survey
	<p>Num/% of Masters graduates who continue within their gov't's civil service at least 2 years after training</p>	<p>60% of graduates who continue within their gov't's civil service after 2 years</p>	<ul style="list-style-type: none"> • Outcome survey of graduates 2 years after graduation • Disaggregated data by gender, location 	<ul style="list-style-type: none"> • No info yet
	<p>Proportion (%) of TOT trained experts that conducted trainings on selected development issues within the year after training; and numbers of people they have trained</p>	<p>50% of TOT trained experts that have conducted trainings on selected development issues within the following year after training; and 750 people trained by them</p>	<ul style="list-style-type: none"> • Annual survey of TOT trained experts • Training records from the trainers • Disaggregated data by gender, location 	<ul style="list-style-type: none"> • Not yet
	<p>Proportion (%) of training participants who complete a specific action plan by the end of the training for how they will use knowledge/skills/tools from IDEP in their work; & endorse a commitment statement to do so that will be shared with their supervisor in their home country</p>	<p>80% of training participants complete a specific action plan for how they will use the knowledge/skills/tools in their work by the end of the training & endorse a commitment statement to do so that will be shared with their supervisor back in their own country</p>	<ul style="list-style-type: none"> • End of training survey • Course leader reports (showing completion rates for action plans & commitment statements) • Disaggregated data by gender, location (home country) 	<ul style="list-style-type: none"> • Not yet
	Output Indicators	Targets	Source of Information	
<p>SO 1.1</p> <p>Expanded pool of professional planners & policy makers that</p>	<ul style="list-style-type: none"> • Num of persons trained – disaggregated by profile (gov't officer, academic, researcher, civil society, etc.) 	<ul style="list-style-type: none"> • 1875 Officials trained, disaggregated by profile 	<ul style="list-style-type: none"> • Registration & course records • Disaggregated by type of course (e-learning, on-site, etc.; & main content area) • Trained = satisfactory completion of one or more of IDEP's core, tailor-made, or e- 	

have participated in IDEP-led training/e-learning			learning courses (addressing policy formulation & management)	
	<ul style="list-style-type: none"> Number of women trained - Disaggregated data: Num/% of women trained by officer level, by govt dept/ministry, by nature of course, by profile (govt, academic, civil society, NGO) 	<ul style="list-style-type: none"> 1300 women trained 30% of trainees at officer level are women, disaggregated by govt dept/ministry, by nature of course, by profile (govt, academic, civil society, NGO) 	<ul style="list-style-type: none"> Registration & course leader records/reports 	
	<ul style="list-style-type: none"> Num of Officials trained through E-learning Proportion (%) of participants are non-civil servants Proportion (%) completion rate Num of applicants to e-learning courses against number of places available 	<ul style="list-style-type: none"> 1750 Officials trained through E-learning Proportional distribution by geography equivalent to num of countries per sub-region 25% of participants are non-civil servants 60% completion rate 75% of trainees satisfied 4 times the num of applicants compared to places available in the e-learning courses 	<ul style="list-style-type: none"> Registration & course leader reports/records End of training survey Disaggregated data: distribution by course content; geographic distribution of participants; gender; profile of participants 	
	<ul style="list-style-type: none"> Num of Trainings of Trainers delivered Num of people trained to be trainers Trainee satisfaction level 	<ul style="list-style-type: none"> 20 ToTs delivered 200 people trained to be trainers 75% of trainees express satisfaction 	<ul style="list-style-type: none"> End of training survey (conducted at the end of training) Registration & course leader reports Pre-test/post-test achievement of targeted knowledge & skills in the training 	
	<ul style="list-style-type: none"> Num of Masters programmes implemented Num of Officials graduated from the Masters programmes Num of theses produced Num of applicants / year to the Masters programme Num/% of 54 African client countries represented among Masters graduates; or % of graduates from each of the 5 major African sub-regions 	<ul style="list-style-type: none"> 2 Masters programme implemented 150 Officials graduated from the Masters programme 150 theses produced At least 3 times the applicants to the places available in the Masters prog 50% of 54 African client countries represented among graduates by the end of the SP (5 years) 	<ul style="list-style-type: none"> Geographic representation of graduates assessed at end of programme phase (2023) 	
	Outcome Indicators	Outcome targets	Source of Information	Baseline
SO 1.2 Expanding design & delivery of highly relevant trainings, responding to evolving situation of African development & transformation	<ul style="list-style-type: none"> Num of applicants vs slots available for IDEP courses 	<ul style="list-style-type: none"> Annual increase in number of applications (numbers, geographic sources, nature of courses requested) 	<ul style="list-style-type: none"> Capacity development programme records 	<ul style="list-style-type: none"> Available
	Output Indicators	Targets	Source of Information	
SO 1.2 Expanding design & delivery of highly relevant trainings, responding to evolving situation of African development & transformation	<ul style="list-style-type: none"> Num of On site courses delivered Trainee satisfaction level 	<ul style="list-style-type: none"> 75 On site courses delivered 75% of trainees express satisfaction at end of course 	<ul style="list-style-type: none"> Registration & course leader records/reports End of training survey 	
	<ul style="list-style-type: none"> Num of E-learning courses designed & delivered Num of new e-learning courses delivered per year 	<ul style="list-style-type: none"> 35 E-learning courses delivered 2 new courses delivered per year 75% of trainees express satisfaction at end of course 	<ul style="list-style-type: none"> Course records End of training survey 	

	<ul style="list-style-type: none"> • Trainee satisfaction level 			
	<ul style="list-style-type: none"> • Num of Tailor-made courses delivered following requests from MS • Num of Officials trained • Trainee satisfaction level 	<ul style="list-style-type: none"> • 20 Tailor-made courses delivered following requests from MS • 300 Officials trained • 75% of trainees express satisfaction at end of course 	<ul style="list-style-type: none"> • End of training survey • Registration & course leader reports 	
	Outcome Indicators	Outcome targets	Source of Information	Baseline
IO 2 Competence of public sector systems for seeking & acquiring critical support for policy development & management; & for development planning	<ul style="list-style-type: none"> • Response to advisory service recommendations (after 6-12 months) 	<ul style="list-style-type: none"> • 75% of the requesting bodies (Ministries, university departments, NGOs, etc.) achieve at least partial implementation of recommendations by follow up 	<ul style="list-style-type: none"> • Assess at least 6 months to 1 year after the service; • Use a follow up survey • Disaggregate results by response to recommendations [accept & act; partial accept & act; reject] 	<ul style="list-style-type: none"> • Not yet
	<ul style="list-style-type: none"> • Response to needs assessment mission recommendations [by client countries, e.g., in requests for specific or tailor-made IDEP training courses/materials] 	<ul style="list-style-type: none"> • 75% of the requesting bodies (Ministries, university departments, NGOs, etc.) achieve at least partial implementation of recommendations by follow up OR evidence of use of at least 75% of NA reports 	<ul style="list-style-type: none"> • Assess at least 6 months to 1 year after the service; • Use a follow up survey • Disaggregate results by nature of response to mission recommendations [accept & act; partial accept & act; reject] 	<ul style="list-style-type: none"> • Not yet
	<ul style="list-style-type: none"> • Num of requests for tailor-made courses • 	<ul style="list-style-type: none"> • Annual increase in number of requests (numbers, geographic sources, nature of courses requested) 	<ul style="list-style-type: none"> • Capacity development programme records 	<ul style="list-style-type: none"> • Available
	Outcome Indicators	Outcome targets	Source of Information	Baseline
SO 2.1 Regional & national participation in identification of public sector strengths & gaps in policy development, management & development planning	<ul style="list-style-type: none"> • Num of requests for advisory services • Num of African countries making requests for advisory services 	<ul style="list-style-type: none"> • Annual increase in number of requests for advisory services (numbers, geographic sources, nature of services requested) 	<ul style="list-style-type: none"> • Disaggregate by nature of requests, requesting agency/ ministry • Management response – actions & opinions to advisory service reports from the host/client country (comments about utility, relevance, satisfaction) OR end of mission survey 	<ul style="list-style-type: none"> • Not yet
	<ul style="list-style-type: none"> • Number of countries participating/collaborating in needs assessment missions • Number & profile of local participants in the mission • Nature of collaborative participation achieved 	<ul style="list-style-type: none"> • 3 per year (15 by 5 years) • 5 high level persons per needs assessment • Some in preparation, some in interactions, and validation, but less in the actual writing 	<ul style="list-style-type: none"> • Management response – actions or opinions about assessment mission reports from the host/client country (comments about utility, relevance, satisfaction) OR End of -mission survey 	<ul style="list-style-type: none"> • Not currently doing IDEP led NA missions where this is within control of IDEP
	Output Indicators	Targets	Source of Information	
SO 2.2 Regional & national analyses documenting public sector strengths & gaps in policy development, management & development planning	<ul style="list-style-type: none"> • Num of Advisory services provided 	<ul style="list-style-type: none"> • 10 Advisory services provided 	<ul style="list-style-type: none"> • Mission reports (using an advisory services template) • 	
	<ul style="list-style-type: none"> • Proportion (%) of advisory service missions followed up (at 6 months or 1 year) with assessment of response to recommendations 	<ul style="list-style-type: none"> • 100% follow up done 	<ul style="list-style-type: none"> • Follow up survey with countries served • 	
	<ul style="list-style-type: none"> • Num of needs assessment missions undertaken 	<ul style="list-style-type: none"> • 10 needs assessment missions undertaken 	<ul style="list-style-type: none"> • Mission reports (using a needs assessment template) 	

			<ul style="list-style-type: none"> Management responses to needs assessment reports from the host/client country (comments about validity, usefulness, satisfaction) OR After-mission survey (conducted at end of mission) 	
	Outcome Indicators	Outcome targets	Source of Information	Baseline
IO 3 Competence of IDEP as the leading capacity development organisation for policy development, management & development planning in Africa	<ul style="list-style-type: none"> Proportion (%) of those surveyed annually from 2021 who indicate that they are satisfied with IDEP's overall services 	<ul style="list-style-type: none"> 75% who completed the annual survey starting from 2021 indicate that they are satisfied with IDEP's overall services 	<ul style="list-style-type: none"> Annual sample survey (e.g., with Ministry representatives, course leaders, alumni, trainees, IDEP staff, partner organisations, etc. 	<ul style="list-style-type: none"> Annual survey of resource persons and course directors 2016 survey of alumni
	<ul style="list-style-type: none"> Annual tally of number of formal partners having an MoU/LoA with IDEP, disaggregated by main focus of the partnership, & region of coverage 	<ul style="list-style-type: none"> 15 partners with signed MoUs / LoAs 	<ul style="list-style-type: none"> Partnership records 	<ul style="list-style-type: none"> Available
	Output Indicators	Targets	Source of Information	
SO 3.1 Expanded & strengthened knowledge production	<ul style="list-style-type: none"> Number of new course guidelines/ manuals/ handout sets added to the IDEP on-line resource library annually 	<ul style="list-style-type: none"> At least 5 new e-learning course guidelines, 5 new off-line course guidelines/ manuals/ handout sets added to the IDEP on-line resource library annually 	<ul style="list-style-type: none"> Disaggregate data by new tailor-made vs new core course guides? 	
	<ul style="list-style-type: none"> Num of Masters theses received at library for archiving & posted to on-line database 	<ul style="list-style-type: none"> All newly approved theses to be posted 	<ul style="list-style-type: none"> Library record of theses received Masters programme record of theses produced 	
	<ul style="list-style-type: none"> Cumulative FAQ site available on-line, based on key questions arising from multiple services & information sharing events of IDEP 	<ul style="list-style-type: none"> 75% of 54 countries contributing questions to the site via on-line or during courses and other face to face interactions 	<ul style="list-style-type: none"> Disaggregate by types of services & events contributing questions (and answers) to the site (e.g., advisory services, research presentations, IDS, HLPDs, e-learning courses, etc.) Disaggregate by geographic source of questions 	
	<ul style="list-style-type: none"> Num of policy briefs produced at/through IDEP & disseminated among IDEP's network Num of research papers produced at/through IDEP & disseminated among IDEP's network Num of formal papers produced at/through IDEP & published in peer-reviewed academic journals 	<ul style="list-style-type: none"> 20 policy briefs produced & disseminated among IDEP's network 20 research papers produced & disseminated among IDEP's network 10 papers published in academic journals 	<ul style="list-style-type: none"> Research leader records (for tracking outputs of researchers) Disaggregated by contributing authorship (e.g., visiting fellows, Masters students, IDEP staff, etc.) Library records (policy briefs & research papers that are received & distributed) 	
	<ul style="list-style-type: none"> Num of visiting research fellows Proportion (%) of visiting fellows that are female 	<ul style="list-style-type: none"> 20 visiting research fellows 50% of visiting fellows are female 	<ul style="list-style-type: none"> Research office records (in IDEP) 	
	Outcome Indicators	Outcome targets	Source of Information	Baseline
SO 3.2	<ul style="list-style-type: none"> Num of people that have physically visited the library 	<ul style="list-style-type: none"> 15 000 people have visited the library 12,000 visits to the online library per year 	<ul style="list-style-type: none"> Library records Website counter app 	<ul style="list-style-type: none"> Available Available

Expanded & strengthened knowledge sharing (events/ fora/ documents/ media, etc.) in African development	<ul style="list-style-type: none"> • Num of online visitors to the library • Num of resources accessed OR number of resources downloaded – disaggregated by content area, & country location of user 	40,000 of library resources downloaded per year		
	<ul style="list-style-type: none"> • Num of attendees/participants at IDS – disaggregated by policy makers, academics, researchers, civil society; • Num of attendees/participants at HLPDs – disaggregated by policy makers, academics, researchers, civil society; • % of women attendees/ participants in IDS & HLPDs 	<ul style="list-style-type: none"> • 250 attendees/participants at IDSs per year – disaggregated by policy makers, academics, researchers, civil society; • 100 attendees/participants at HLPDs per year – disaggregated by policy makers, academics, researchers, civil society; • 30% of women attendees/ participants in IDS & HLPDs 	<ul style="list-style-type: none"> • Organiser records / reports 	<ul style="list-style-type: none"> • Available • Available • Available
	Output Indicators	Targets	Source of Information	
SO 3.2 Expanded & strengthened knowledge sharing (events/ fora/ documents/ media, etc.) in African development	<ul style="list-style-type: none"> • Num of IDS organized/delivered • Num of HLPD organized 	<ul style="list-style-type: none"> • 45 IDS organized • 10 HLPD organized 	<ul style="list-style-type: none"> • Organiser records / reports 	
	<ul style="list-style-type: none"> • Social media access 	<ul style="list-style-type: none"> • 5000 	<ul style="list-style-type: none"> • Audit/monitoring of social media sites operated by IDEP 	
	<ul style="list-style-type: none"> • Num of large group meetings organised with IDEP alumni per year • Operational status of an on-line e-platform for IDEP alumni 	<ul style="list-style-type: none"> • 2 meetings with IDEP alumni per year • An e-platform for IDEP alumni is operational by 2020 	<ul style="list-style-type: none"> • Meeting registration & reports • IT reports 	
	Output Indicators	Targets	Source of Information	
SO 3.3 Business processes updated (with well articulated sub-strategy plans; linked to ECA goals & strategy)	<ul style="list-style-type: none"> • Annual status of IDEP policies, guidelines, plans & strategies (or 'sub-strategies) for IDEP key processes & systems <p><i>Outputs: Sub-strategy documents (with performance indicators) for:</i></p> <ul style="list-style-type: none"> • <i>Capacity development & training</i> • <i>Knowledge Management (KM);</i> • <i>Outreach & Communications (including advocacy);</i> • <i>Monitoring & Evaluation (M&E, programmatic accountability);</i> • <i>Partnering;</i> • <i>Resource mobilization;</i> • <i>Risk management</i> 	<ul style="list-style-type: none"> • Policy, guidelines, & strategies for IDEP key processes & systems updated by 2020 	<ul style="list-style-type: none"> • Annual programme director's (or Administrator's) report with section on status of update process 	

Annex II: Summary programme budget and funding gap to be mobilised

SUMMARY PROGRAMME BUDGET AND FUNDING GAP TO BE MOBILISED				
ACTIVITY	Activity Level	Summary Budget 2019-2023	Available Funding 2019-2023	Funding Gap 2019- 2023
Policy Research Programmes		990,000	347,500	642,500
High-Level Policy Dialogues	10	600,000	300,000	300,000
IDEP Development Seminars	45	90,000	47,500	42,500
Research Fellowships (fellows, research papers, policy briefs)	20	300,000	0	300,000
Capacity Development and Training Programmes		13,750,000	2,850,000	10,900,000
MSc Programmes	3	1,800,000	600,000	1,200,000
Onsite short courses	75	10,500,000	1,750,000	8,750,000
Digital Learning (online short courses)	35	1,275,000	500,000	775,000
Monitoring and Evaluation (impact tracer studies, regular surveys)		175,000	0	175,000
Outreach and Dissemination Programmes & Activities		1,040,000	600,000	440,000
Communications & Marketing		300,000	200,000	100,000
Advisory Services	10	140,000	0	140,000
Need assessment, Strategic Outreach & Business Development	10	300,000	200,000	100,000
Knowledge Management		300,000	200,000	100,000
Sub-total		15,780,000	3,797,500	11,982,500
Administrative, Logistics & Equipments Support				0
Capital expenditures		195,000	0	195,000
Locally-Recruited Personnel, Administrative and General Operating Costs		5,952,500	5,952,500	0
Professional staff		5,750,000	5,750,000	0
Governig Council / Technical Advisory Committee		600,000	300,000	300,000
Sub-total		12,497,500	12,002,500	495,000
Grand Total		28,277,500	15,800,000	12,477,500
	Annual Avg	5,655,500	3,160,000	2,495,500