



**African Institute for Economic
Development and Planning (IDEP)**

58th Session of the IDEP Governing Council

December 10, 2020

Dakar, Sénégal



58

Report of the 57th Session of the
IDEP Governing Council
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AFRICAN INSTITUTE FOR ECONOMIC DEVELOPMENT AND PLANNING

**Draft report of the Fifty-Seventh Meeting of the Governing Council of the African
Institute for Economic Development and Planning**

ATTENDANCE LIST

WERE PRESENT

Mr. Antonio PEDRO	Director, ECA Sub-Regional Office for Central Africa (Representing the ECA Executive Secretary as Chairperson)
Mr. Elhadj Abdoulaye TOURE	Member (Guinea)
Mr. Victor-Sima SIMA-ASONG	Member (Equatorial Guinea)
Mr. Alhassan IDDRISU	Member (Ghana)
Mr. Joseph N. MUKUI	Member (Kenya)
Mr. Mouhamadou Bamba DIOP	Member (Senegal)
Mrs Karima BOUNEMRA BEN SOLTANE	Secretary to the Governing Council (Director of IDEP; ex officio member)

APOLOGIES

Mr. Joseph Paul IBOULI MAGANGA	Member (Gabon)
Mr. Tlohelang AUMANE	Member (Lesotho)
Mr. El Hassane BOUSSELMAME	Member (Morocco)
Mr. Joseph MUVAWALA	Member (Uganda)
Mr. Simon MITI	Member (Zambia)
Mr. Abdalla Ibrahim ALI	Member (Sudan)
TBD	Member (AUC)

OTHERS IN ATTENDANCE

Mr. Thierry AMOUSSOUGBO	Head: Knowledge Management and E-Learning Division (IDEP)
Mr. Mustapha SADNI JALLAB	Head: Training and Research Division (IDEP)
Mr. Ron KAMWENDO Jnr.	Head: Administration Division of (IDEP)
Mr. Antonin Benoît DIOUF	Head of Library (IDEP)
Mr. Mamadou CISSE	Training Officer (IDEP)
Mrs Catherine LALYRE FAYE	Assistant Training Officer (IDEP)
Mrs Mbathio SAMB	Assistant Research Officer (IDEP)
Mr. Aimé MBATKAM MANGOUMEN	Assistant Training Officer (IDEP)
Mlle Zeynabou KANE	Assistant Training Officer (IDEP)
Mr. Papa Alassane MBAYE	Communications Officer (IDEP)

Introduction

1. The fifty-seventh meeting of the Governing Council of the African Institute for Economic Development and Planning (IDEP) was held in Dakar, Senegal, on the 24th of June 2019. The meeting was attended by the Delegates of the following Member States,: Equatorial Guinea, Ghana, Guinea, Kenya and Senegal. The meeting was chaired by Mr. Antonio Pedro, Director of the Central Africa Sub-regional Office of the United Nations Economic Commission for Africa (ECA), on behalf of the Executive Secretary of ECA who was unable to attend. Mrs. Karima Bounemra Ben Soltane, Director of IDEP, acted as secretary of the Council. This report outlines the proceedings of the session in line with the ten agenda items set. The lists of participants and excused members are detailed above

Item 1: Session Opening

2. The session was chaired by M. Antonio Pedro. The Director of IDEP and the Chairperson of the 57th meeting of IDEP Governing Council gave opening statements.
3. In her welcome address, Mrs Karima Bounemra Ben Soltane, as secretary of the Council, thanked the members for their presence at the 57th session. In particular, she welcomed Mr. Mouhamadou Bamba Diop, Director of Planning at the Ministry of Economy, Planning and Cooperation, the new representative of the host country, Senegal, who replaced Mr. Pierre Ndiaye, who has recently been promoted to the position of Permanent Secretary of the Ministry and who efficiently served the Council for three years.
4. She noted that the 57th session of the Council was to be held in October 2018, but due to many reasons beyond the Institute's control, it is only taking place now. She informed the members that the Executive Secretary was unable to attend and chair the session as she had to urgently return to Addis Ababa the day before the session because of recent sad events in Ethiopia. She conveyed apologies from Ms Songwe for this setback beyond her control and her subsequent decision to designate Mr. Antonio Pedro, Director of the ECA Sub-regional Office for Central Africa, to represent her as Chair.
5. In addition, she reminded the recent passing of a prominent member of the Council, the late Mr. René Kouassi, who represented the African Union Commission. She reiterated her condolences to his family, the African Union Commission and to all those who knew him. She commended the enthusiasm with which he served the African continent and invited Council members to observe a minute of silence in his memory.
6. She informed members of the arrival of three new staff members namely, Mr Thierry Amoussougbo (Head of the Knowledge Management and eLearning Division), Dr. Mamadou Cisse (Training Officer) and Ms. Lou Pierrette (Programme Assistant in the Training and Research Division) recruited to strengthen the current staffing component and provide the Institute with additional technical and professional expertise for the effective implementation of its activities as well as meeting the growing demand for IDEP's capacity building services from Member States.
7. On expectations of the 57th session, she singled out the review and approval of the 2019-2023 strategic plan and an accompanying new course catalogue prepared and submitted to this session, based on the strategic orientations adopted at the 56th session of the Council. She stated that these two documents shall serve as a basis for the Institute's interactions with Member States and Development Partners in the coming years, hence the importance of this meeting. She encouraged the members to thoroughly reflect on how best to support the Institute in its roles as a unique professional training centre in economic policy formulation, management and development planning; as a centre for the exploration of alternative thinking on African development; and as a "Think Tank".

8. To conclude, she pointed out that advent of Agendas 2030 and 2063 has entailed sophistication and growing needs and demands for capacity building and innovations in the development approaches for African countries. Therefore, the Institute needs to keep up and meet these needs and demands in an effective and timely manner by increasing its operations.
9. In his opening remarks, Mr. Antonio Pedro, the Chairperson, thanked members for their presence at the session and proceeded to read the welcome speech prepared by Mrs Songwe. In her address, she welcomed all the Council members and in particular, Mr. Mouhamadou Bamba Diop, the new representative of Senegal. She reiterated her gratitude to the Government of Senegal, under the leadership of H.E. Mr. Macky Sall, President of the Republic, for the unwavering support to the Institute. She informed the members that she had been scheduled to participate in both the 56th and 57th sessions of the Council, but circumstances beyond her control did not permit her to do so.
10. She recalled that during the 56th meeting of the Council, she had been called upon to participate in the historic Summit in Kigali, Rwanda which saw the birth of the process to launch the African Continental Free Trade Area (AfCFTA). She stated that the Summit marked a crucial step in building a more integrated, united and competitive Africa; the Africa we all want. The AfCFTA is the same key issue that also brought the highest decision-makers in Africa to Dakar on the 23rd and 24th of June 2019 for a conference that was graced by the presence of Excellencies Mr. Macky Sall, President of the Republic of Senegal and Mr. Mohamed Salem Ould Bashir, Prime Minister of Mauritania.
11. She seized the opportunity to inform members of the Council of the importance of AfCFTA in the ECA programme of activities and the role of African trade in the structural transformation of countries and the continent.
12. She stated that for several years the ECA had been at the forefront of promoting the fact that trade can accelerate Africa's development, increase its presence and competitiveness in the global economy, create much needed jobs for its youth, leverage labour force capacities and create an adequate environment for the private sector to prosper and invest further.
13. She added that Africa needs trade that can boost the industrialization of countries; takes into account the opportunities of the green and blue economies; is backed by adequate infrastructure and ready-access to financial instruments; uses more accessible and cheaper energy; and is documented by up-to-date and reliable data. She stressed on the need to view trade as an integrated accelerator of sustainable development of economies and a central element of planning processes, in line with the objectives of Agendas 2030 and 2063.
14. She then noted that in order to create a new momentum to support Africa's development process, adequate human resource capacity to influence effective planning and decision-making is required; and hence the importance of IDEP's role. She further noted that in a context marked by the growing demand for training from countries and other actors, and the prerequisites for the implementation of the two Agendas, it is imperative to have a more targeted and better equipped institute. She mentioned that the Director's report and the agenda of this meeting which includes the review of the strategic plan and the renewed training catalogue demonstrate that IDEP has precisely embarked on a new dynamic to respond appropriately to the expectations and capacity development needs of African countries.
15. In conclusion, she called on all members to play their central and strategic role in ensuring that IDEP fulfils its mandate successfully in the years ahead. She stressed that this session was an opportunity for members to critically review the Institute's achievements, the 2019-2023 strategic plan and course catalogue, and make concrete recommendations for their improvement as well as examine how the

members can advocate for IDEP to have the necessary resources at its disposal to meet its ambitious objectives.

Item 2: Adoption of the draft agenda

16. The draft agenda below was submitted by the Chairperson for consideration by the Members of the Council:

- **Item 1:** Opening of the meeting
- **Item 2:** Adoption of the agenda of the 57th meeting of the Governing Council
- **Item 3:** Adoption of the report of the 56th meeting of the Governing Council
- **Item 4:** Matters arising from the report of the 56th meeting of the Governing Council
- **Item 5:** Presentation and discussion of the Director's report for 2018
 - **5.1** Activity report
 - **5.2** Outcomes of COM 2019 (Conference of African Ministers of Finance, Planning and Economic Development)
 - **5.3** Financial performance
 - **5.4** Administrative matters
- **Item 6:** Presentation of the report on the retreat and 4th session of the IDEP Technical Advisory Committee, and the training catalogue for the period 2019 - 2023
- **Item 7:** Presentation and approval of the draft Strategic Plan 2019 - 2023
- **Item 8:** Date and venue of the next session
- **Item 9:** Any other business
- **Item 10:** Closing

Item 3: Adoption of the report of the 56th meeting of the Governing Council

17. The Chairperson invited the Secretary of the Council to present the report. She informed the members that the report of the 56th session of the Council circulated to members included a summary of the presentations, discussions and decisions on each of the agenda items, and follow-up items that emerged from the discussions which will be presented under agenda item 4 of the session. She invited Members of the Council to review and adopt the report.

18. The Chairperson proposed two options for the review and adoption of the report of the 56th session: (i) The first is to review the report and invite the views of the Council members; (ii) the second is to directly address agenda item 4 on follow-up issues to the 56th session of the Council. Upon the proposal of the Council member from Ghana, the report was submitted to the review of the members.

19. The Council adopted the report with the recommendation to review the format and editing of the French version.

Item 4: Matters arising from the report of the 56th session of the Governing Council

20. The six (6) items relating to the 56th session of the Governing Council (GC), which required follow-up by IDEP, as well as the actions undertaken, were presented by the Secretary of the Council as follows:

21. *Strategic plan 2019-2023 and resource mobilization strategy:* The draft strategic plan was finalized and submitted to the 57th session of the Governing Council for review and adoption. The strategic plan, previously scheduled to cover a four-year period to align with the biennial budget planning of the United Nations Secretariat and consequently the ECA, was rescheduled to five years because the United Nations Secretariat shifted from a biennial budget planning to an annual planning cycle. The resource mobilization strategy is a sub-strategy of the strategic plan and is scheduled to be finalized in

2020. However, resource mobilization activities have already begun with some development partners. In this regard, the Institute plans to organize a resource mobilization event this year (2019). Business development materials have already been finalized and placed at the disposal of Council members. In addition, a resolution on IDEP adopted at the 2018 Conference of Ministers (CoM) calls for an increase in the grant allocation from the United Nations Secretariat, increased ECA support and the implementation of an innovative plan for the recovery of arrears from member States.

Member States' contribution: In line with the recommendations of the various GC meetings, IDEP pursued a campaign to mobilize and sensitize Member States with a view to recovering arrears amounting to over US\$17 million. On a continuing basis, reminder letters are regularly sent to Member States through the Ministries of Planning and Finance; discussions and reminders are initiated with the countries concerned whenever the opportunity arises, as were the cases during the Conference of African Ministers of Finance, the African Regional Forum for Sustainable Development, and the regional meetings of the intergovernmental committee of experts held by ECA's sub-regional offices. In this respect, at the last CoM 2019, IDEP met bilaterally with the Finance Ministers of the Republic of Guinea, Libya and Mauritania. Awareness-raising missions were undertaken in Mozambique and Botswana. In addition, follow-up efforts with the diplomatic corps are underway, as evidenced by the consultations with the Embassies of Ethiopia, Rwanda and Zimbabwe in Senegal.

22. *Technical Advisory Committee:* A retreat for members of the Technical Advisory Committee was scheduled to review and refresh the training catalogue with a special focus on the capacity demands derived from countries' implementation of agendas 2030 and 2063, It took place in Dakar, Senegal from 30 October to 1 November 2018. The adoption of the Sustainable Development Goals through Agenda 2030, which focuses on new socio-economic development priorities, and the African Union's Agenda 2063, which focuses on the need for the structural transformation of African economies leads to strategic changes in the capacity building needs of Member States. The results of the retreat organized by IDEP to review its catalogue highlighted the need to revisit the portfolio of short-term courses, considering the radical change in the development paradigm.
23. Details of the refreshed training catalogue were presented. Regarding the relevance, expertise and added value of IDEP for main categories for which capacity strengthening is required have been identified during the retreat. The training courses proposed were classified in four clusters: *macroeconomic modelling and planning, regional integration, social development and integrated natural resource management*. The catalogue was submitted for review and adoption at the session.
24. *Partnerships:* Following the Council's recommendation for IDEP to enter into a partnership with the African Capacity Building Foundation (ACBF), a tripartite ECA-IDEP-ACBF Memorandum of Understanding was signed in September 2018. Subsequently, a meeting was held in Harare in March 2019 to prepare a joint workplan of collaborative activities for 2019.
25. *Revised Statutes:* The revised IDEP statutes were submitted and adopted at CoM 2018 and then forwarded to the United Nations Economic and Social Council (ECOSOC) and approved on July 2018. They were submitted to Members of the Council for information.
26. *Rules of Procedure:* Draft rules of procedure, reviewed and approved by the ECA Legal Counsel and approved by the Executive Secretary, were sent by e-mail to all Council Members for review and adoption. The draft was scheduled for further review by the members at the session.
27. Members' attention was drawn to certain articles of the draft Rules of Procedure, such as the appointment *intuitu personae* of members of the Governing Council. The need to ensure the effective presence of delegates in order to have continuity in view of the crucial role of the Council was stressed. Reference was made to the case of delegates who have never attended the sessions since

their appointment, and those who desist at the last minute, with the result that some sessions have had to be postponed due to a lack of quorum. An example was given of the 57th session where although eight members had confirmed their participation in the current session up to three days before it was held, five were actually present. Attention was also drawn to the matter of quorum for the Council sessions and the eight-Members quorum proposed by the Secretariat, which needs to be discussed.

28. On the matter of timely submission and availability of meeting documents, the Secretary of the Council said that IDEP will make greater efforts to submit all documents on time despite its limited staff.

Discussions

29. Following the presentation, the Chairperson noted that actions had been taken on all matters arising from the last meeting of the Council, and congratulated IDEP for the work well done. He then raised two issues arising from the presentation that he considers important: (i) *IDEP funding and ECA's contribution*: he mentioned the current budget reduction within the United Nations System, which also impacts the growth of the financial support to the Institute, and recommended that Member States pay their financial contributions and settle outstanding arrears to enable IDEP to respond adequately to the increasing demands for capacity building; (ii) *Role of GC Members*: He called upon members to ensure the sustainability of IDEP, play an advocacy role and help mobilize resources.
30. Mr. Touré (Guinea) expressed satisfaction with the follow-up actions carried out by IDEP and reflected in the meeting documents. Regarding the fulfilment of commitments made by the members of the Council, he said that he had appealed to the high authorities of his country, namely the Minister of Finance, who reiterated Guinea's commitment to pay its financial contributions. He seized the occasion of a meeting to arrange a meeting between the ECA Executive Secretary and the Minister of Finance. He reiterated his proposal at the 56th session for IDEP to organize a mission to Conakry to meet with the authorities on the matter. To allow him to better monitor the situation, he recommended that any communication from IDEP to the Minister of Finance be copied to the Minister of Planning and Development.
31. Reacting to the actual presence of Council Members, Mr Touré underscored the need to reflect and agree on a principle to resolve cases of force majeure that could compromise the participation of some members of the Committee.
32. Mr. Diop (Senegal), indicated that given the many demands on Council members in their respective countries, it would be difficult for them to participate in all the meetings. In this respect, he asked whether the number of sessions, two (2), can be changed.
33. Mr. Iddrisu (Ghana), requested clarifications and made proposals with regard to certain articles of the Rules of Procedure as follows:
- The date on which the memorandum of understanding with ACBF was signed;
 - Article 4: He proposed "14 days" instead of "5 days".
 - Article 17: He recommended that it be reworded to ensure that members of the Council are also members of the standing committees.
 - Deadline for submission of the report of the meeting: He proposed one (1) month after the meeting.
 - Date for the annual meeting of the Council: He proposed the first week of December.
 - He proposed that members who are unable to attend, notify IDEP by e-mail, indicating their replacement.
34. Mr. Sima-Asong (Equatorial Guinea), indicated that it is difficult for Council members to participate on a regular basis because of their various commitments. He proposed to have one alternate member, in addition to a full member for each country represented on the Council.

35. Turning to the Rules of Procedure, he proposed the reformulation and further clarifications to some articles as follows: the function of the person designated by his/her country to sit on the Council should be specified in Article 2; the quorum should be indicated in Article 10; Article 15 needs further clarification as it refers to extraordinary circumstances without specifying their nature; Article 21 needs clarification where it refers to the secretariat of the Standing Committees and the systematic replacement of the Secretary by a designated replacement in case of incapacity; in this case the replacement refers solely to the Standing Committees and not to the Secretariat of the GC. In Article 32, he pointed out that the term privilege is confusing and proposed its deletion.
36. Mr. Mukui (Kenya) started by commending IDEP for the presentations and made the following comments and proposal:
- The schedule of GC meetings be set in advance.
 - Council meeting report: to be submitted no later than one month after the meeting to enable follow-up actions with the Member States.
 - Quorum: he suggested fixing a reasonable percentage such as 50%.
37. Replying to the points addressed, the Secretary of the Council supported the idea to have an alternate member. In this context, she emphasized the need for the main member to bring the alternate up to speed on the background, challenges and decisions, since beyond the replacement, the situation entails full delegation of authority, roles and responsibilities. She agreed with the 50% attendance rate for the quorum. Besides, if both the incumbent and alternate are unable to attend, she proposed that the Council accept the incumbent's comments and opinions by virtual communication (video-conference, e-mail, etc.). To that end, the secretariat will send an official notification and all related documentation to the member. The comments and views of the member unable to attend shall be presented at the session and his/her position considered.
38. Mr. Iddrisu proposed that the quorum of 50% be reviewed and increased to at least 60% since, according to common practice, 2/3 of members form a quorum.
39. In view of the comments made, the Chairperson proposed that a quorum of 50% plus one member (50%+1) be adopted. Members agreed.
40. Reverting to the appointment of an alternate member, Mr Touré drew the Council's attention to the fact that the main members were appointed by the authority with full background knowledge. He proposed that for the correspondence to be sent to the respective countries in connection with the appointment of the alternate, the reasons that led to this proposal be clearly indicated and that the priority of representativeness be always with the main member. With regard to the number of sessions, he proposed to maintain both to avoid the situation where no sessions are held during a given year.
41. The Chairperson agreed with the comment, stating that the alternate must be a high-level civil servant, a senior official in the administration who is fully involved in policies and decision-making, capable of providing high-quality advice that is relevant to the functioning of IDEP.
42. Mr Diop proposed that the full member should designate the alternate 7 to 15 days in advance.
43. Based on the above discussion, the Chairperson proposed the following conclusions for consideration:
- **Members agree to ensure continuity and avoid ad hoc representation.**
 - **The appointment of an alternate member per represented country is of great importance for the functioning of the Governing Council.**

- **When the incumbent and the alternate are unable to attend, the incumbent may participate through a virtual communication channel.**
- **The quorum for future session will be 50% plus one member (50%+1);**
- **Organisation of one annual meeting of the Governing Council and a 2nd session if necessary.**

These proposals were adopted

44. Regarding the date of the annual session, Mr. Ron Kamwendo, IDEP Chief Administrative Officer, drew the attention of Members of the Council to the following two points that need to be taken into account:

- According to the Statutes, the Governing Council should submit its annual report to the Conference of Ministers; for consideration. Consequently, the annual session should be scheduled to give sufficient time for the submission of the report;
- In addition, the Council is required to approve the Institute's annual work plan and budget, which are prepared during the last quarter of the year.

45. Following several interventions on the subject, the Chairperson proposed the following conclusion:

- **The Council will hold an annual session in the first week of December and if need arises, the Chairperson may convene a second session.**
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46. Following these discussions, the Secretary of the Council reminded Members about the provisions of the Statutes and the implications in terms of membership of the Governing Council, since the mandate of this Governing Council will expire by the end of the year. She drew attention to the following:

- Members of the Governing Council are appointed for a renewable period of three years;
- New members are selected based on an analysis of the past history of country representativeness and the rate of participation;
- The tenure of the current members is coming to an end and a new proposal for Governing Council members will have to be submitted to the next Conference of Ministers for approval;
- Depending on the results of the analysis, current country representation could either be replaced or extended.
- There are two permanent members: the African Union Commission, which is yet to appoint a new representative, and Senegal.
- Representatives of the North African and Southern Africa sub-regions have been often absent during the current tenure; A decision needs to be taken on the replacement of the members or represented countries concerned.

47. Considering the above, she proposed the following actions:

- Update the note prepared in 2016 on the renewal of the members of the Council, including a table detailing the history of Member States' participation at Council sessions;
- Transmit the updated note and the table to members of the Council for review;
- Organize consultations with Council members and their country authorities individually as well as representative of their respective region;
- Following the consultations, propose a list of new members to the Council for further consultations and validation;

- Upon validation, the membership proposal shall be submitted to the next Conference of African Ministers of Finance, Economic Planning and Development for consideration and adoption.

48. **The Chairperson recounted the proposed actions and the Council Members approved them.**

Item 5: Presentation and discussion of the Director's report for 2018

49. The report presented by IDEP Director was centred on the following points: the implementation of programmes and activities, resource mobilization, the latest developments in human and financial resources, the outcome of the ECA Conference of Ministers (CoM 2019), and the outlook for 2019.

a) Report on training and research

50. IDEP's training and research programmes are designed to meet the capacity development needs expressed by the Member States, and take into full account the International Development Agendas, specifically Agendas 2030 and 2063.

51. Twenty-four training courses, including nineteen residential courses, were offered in 2018 in the following areas:

- Data analysis and macroeconomic modelling for development planners;
- Sectoral policy and planning in agriculture, trade, industry and energy;
- International trade negotiations in support of the continental free trade area (AfCFTA);
- Social policy and economic policy management promoting gender equality;
- Mobilization of domestic resources;
- Road safety ;
- Geographical information systems;
- Modelling the impact of public policies on the SDGs.

52. Five (5) retooling courses for ECA staff on drafting techniques (sessions in English and French), development planning, strategic communication and modelling using econometric software were also delivered.

53. A total of five hundred and one (501) African officials participated in IDEP's courses, and sixty-four (64) of them in tailor-made courses. Female participation increased from 28% in 2017 to 32.3% in 2018 thanks to IDEP's efforts to expand its channels for disseminating training opportunities. In terms of regional coverage, forty-nine (49) Member States from all regions of Africa benefited from IDEP's training programmes.

54. Within the framework of results-based management, IDEP has defined a logical framework for intervention that identifies the various measures to be implemented, including a strategic dimension for programme monitoring and evaluation.

55. The Master's Degree programme in industrial policy with the University of Johannesburg is being pursued. Two other Master's programmes are being considered respectively with the Egyptian National Planning Institute on development planning, and the University of Ngaoundéré in Cameroon on geospatial information systems.

56. Research activities are mainly carried out through high-level dialogues, development seminars and research fellowship programmes. In 2019, a series of high-level dialogues were held on issues related to new planning approaches in the context of Agendas 2030 and 2063, road safety and institutional investments in Central and West Africa.

57. Development seminars that were held alongside training activities covered topics such as green industry, social development, transport and infrastructure, resource mobilization and migration, amongst others.

58. In addition, IDEP organized several high-level workshops in collaboration with partners. In this regard, IDEP hosted, in collaboration with the Department of Economic and Social Affairs (DESA) and ECA, the regional workshop on voluntary national reviews. The partnership with the United Nations Foundation (UNF) led to the workshop on the theme "*What is meant by leaving no one behind in Africa?*" A side event was organized during the 2018 High-Level Policy Forum on the implementation of activities to achieve the SDGs jointly with the African Union Commission, ECA and UNDP. Two diplomatic round tables were convened in collaboration with the African Group of the Diplomatic Corps accredited to Senegal on corruption in Africa and the AfCFTA.

59. Research fellowships were awarded to six (6) researchers in 2018 for research on economic and social issues in Africa.

b) E-learning

60. A five-week online training was delivered. It was based on ECA's 2015 socio-economic report on industrialization through trade. 58 trainees took part in the bilingual course (French/English) on the IDEP platform with a 50% completion rate. Enrolment in these courses came from all sub-regions of Africa and from various sectors (public, private, NGO and academic).

c) Library

61. IDEP's library continues to meet the needs of training and research programmes by sharing information with relevant stakeholders. A total of 815 users, including 113 trainees enrolled in various IDEP courses and 702 external researchers, benefited directly from its services. Of the 140 requests for information received, 128 were processed, representing a satisfaction rate of 92%. In addition, the library provided, as usual, annotated bibliographic references in French and English to trainees and researchers from all IDEP courses and research programmes.

d) Digitization

62. The dual objectives of the digitization project are to preserve IDEP's documentary collection and give it visibility. The project to digitize documentary heritage has progressed well. The second batch focusing on 32 countries and 2600 titles is almost complete. This second batch complements the first batch one completed in January 2018.

e) Cataloguing and indexing

63. The cataloguing and indexing of document titles in digital form in the institutional directory "IDEP Document Server" are in progress. A total of 1,161 titles have already been added during 2019, bringing the total collection to 21,966 files, 5,727 of which are fully available for free.

f) Financing

64. In this part of her presentation, the Director recalled the different types of funding for IDEP's activities: regular grant from the United Nations Secretariat (\$2.6 million per biennium); annual financial contributions from the Member States; other income generated by IDEP; extra-budgetary resources, and funds from the ECA. In 2018, IDEP had difficulty mobilizing sufficient resources. The actual amount of \$761,000 received as contributions from the Member States was 44% below the annual target of \$1,358,000 and 53% below the contributions received in 2017. IDEP continued to pursue efforts to collect arrears from Member States. She made special mention to Congo, Côte d'Ivoire and Kenya who are up to date with their contributions.

g) Partnerships

65. IDEP has been pursuing its strategy to establish partnerships with various stakeholders in the provision of training services and other initiatives. It concluded a memorandum of understanding through ECA with the African Capacity Building Foundation (ACBF). It also held discussions with the Pan-African Parliament and a Memorandum of Understanding is expected to be signed in 2019. In the same context, a Memorandum of Understanding is scheduled to be signed with the Organisation Internationale de la Francophonie, the International Food Policy Research Institute, the Open Society Initiative for West Africa, the United Nations Volunteers Programme, **le Centre de Formation sur la Politiques Commerciale en Afrique**, the United Nations Staff College.

66. IDEP has strengthened its links with the Member States through regular contacts with their Embassies in Dakar and Addis Ababa and the line Ministries in the countries. Similarly, IDEP has focused on managing its current portfolio of partnerships. In line with ECA's new strategic directions, IDEP will intensify its efforts to build partnerships with the private sector.

h) 2019 Conference of African Ministers of Finance, Planning and Economic Development

67. The following recommendations were made to IDEP at CoM 2019: Member States should pay their annual contributions regularly and settle their arrears; ECA should intensify its resource mobilization efforts, including through the United Nations General Assembly, to ensure that IDEP's capacity building programmes are adequately funded; IDEP should continue to intensify its resource mobilization efforts, including through strategic partnerships, in order to optimize the financing of its programmes; IDEP should maintain its training programmes on emerging issues that have a direct impact on the continent; IDEP should hold some of its training courses in across the continent in order to increase women's participation; IDEP should improve its communication with would-be trainees after the selection processes. These recommendations reiterate and reinforce the main elements of the IDEP resolution, adopted at COM2018 and approved by ECOSOC in July 2018.

i) Presentation of financial and administrative aspects

68. A synthesis of the administrative and financial issues and recent developments, was presented by IDEP Administrator, Mr. Ron Kamwendo, and is summarized as follows:

j) Administrative aspects

Three major developments are to be noted:

69. **Adoption de IPSAS:** IDEP as a subsidiary body of ECA has adopted the new International Public Sector Accounting Standard (IPSAS) implemented by United Nations entities including ECA. The adoption of IPSAS will bring significant benefits. The expression of assets, liabilities, income and

expenditure in accordance with international public sector accounting standards will improve financial management.

70. **Migration towards UMOJA:** The ECA along with other arms of the UN Secretariat adopted a centralised and integrated management software Package called UMOJA since 2015. The Institute is preparing to migrate to UMOJA by 1 October 2019.
71. **Strengthening of IDEP staff:** For the effective implementation of its programme of activities, IDEP has recruited several staff in all its divisions. In addition, staff benefited from capacity-building in results-based management, IPSAS and drafting techniques.

k) Financial aspects

72. The financial results are structured around four key elements: income and expenditure, Member States' contributions, consolidation of financial statements and audit by Board of Auditors of the United Nations system. As a highlight, it should be noted that the ECA's financial contribution decreased significantly from US\$ 2,432,490 in 2017 to US\$ 138,000 in 2018. Although Member States' financial contributions are generally on an upward trend following the various recovery efforts by the IDEP Secretariat, the 2018 contributions received fell short of the annual target of US\$1,358,000.
73. To deal with this delicate financial situation, various partnerships have been initiated for the joint implementation of activities, which allowed the distribution of costs, particularly as regards tailor-made courses requested by certain Member States. IDEP is increasingly diversifying its partnerships.

l) Discussions on the Director's report and administrative and financial aspects

74. Following the presentation of the report, the Chairperson opened the discussions by laying emphasis on the financial support required by IDEP to carry out its activities.
75. Mr Touré congratulated the presenters for the quality of the report and the initiatives taken by IDEP. He added that IDEP still has a long way to go in building the capacity of public sector managers. He illustrated this by the themes discussed at national or regional forums on the inadequacies of education systems which highlight problems encountered in the training of trainees.
76. Mr. Iddrisu congratulated IDEP for the excellent work done in 2018. He inquired as to whether the 2019 budget had been presented and approved by the Council. Regarding the financial report, he requested that year-on-year variance analyses be always included. He acknowledged that the adoption of IPSAS in 2018 could introduce a flaw in the comparison between the 2017 and 2018 financial statements. Regarding the financial deficit, he inquired as to how it was funded. In addition, he requested detailed information on all expenditures.
77. Mr. Diop concurred with Mr. Iddrisu's observations. He noted that the expenditure section was not very detailed. He also questioned the threshold for the use of reserve funds to cover the financial deficit and asked whether the 2019 budget had been discussed at the previous meeting of the Governing Council.
78. In response to questions raised by Governing Council members, Mr. Kamwendo stated that the 2018-2019 budget had indeed been approved. A copy shall be made available to the Members of Council. He took note of the details to be provided on expenditures. On the question of how the budget deficit was financed, he replied that the deficit was entirely financed by the reserve funds and that there had

been no borrowing from a bank. He promised to provide more details in future reports. As for the impact of the introduction of IPSAS, he indicated that this system allowed comparability with other institutions as well as a better valuation of IDEP.

79. Taking the floor, the Director drew the members' attention to the Institute's current financial situation, which needs to be improved. She cited the suspension of some training and research activities scheduled for the second half of the year due to lack of resources including the non-payment of financial contributions by some Member States. In terms of impact, several surveys are undertaken annually among IDEP alumni to monitor post-training activities. The Knowledge Management Division is working on archiving the testimonies of trainees that could be included in the Council documents. She took note of the comments for the improvement of the report.
80. Mr. Diop stressed the importance for Council members to have access to information on the use of resources as this may lead to scale-down some ambitions.
81. The Chairperson assured members that IDEP is transparent in its communication and would share all required information.
82. Mr. Iddrisu was of the opinion that the Council should have an oversight role in approving the use of the reserve funds including exploring whether this would be part of the rules of procedure.
83. The Director reassured members that their desire to have access to additional financial information is taken into account.

Item 6: Presentation of the report on the retreat and the 4th session of IDEP's Technical Advisory Committee (TAC) and the training catalogue for the period 2019 - 2023.

84. The report was presented by Mr Mustapha Sadni Jallab, Head of the Training and Research Division. A summary of the main elements is provided below:
85. As recommended by the Council at its first meeting in 2018, a retreat was held for members of the TAC from 31 October to 1 November 2018 in Dakar, Senegal. The purpose of the retreat was to develop a new catalogue of training and research topics in order to strategically reposition IDEP with regard to its offer to its beneficiaries.
86. After two days of fruitful discussions, the retreat came up with the following results:
 - IDEP's main priority areas of intervention under its strategic plan 2019-2023 and a revised training offer while reorganizing online training in a substantial and/or technical manner were proposed.
 - The catalogue and training approach that are at the core of IDEP's mandate were reviewed. The research component was revisited with a strategic approach which identified and focused on aligning with ECA priority areas. The knowledge products generated from these priority areas will inform and enrich the training curricula.
 - The catalogue was revised on the basis of the following five criteria: (1) requests from countries and stakeholders; (2) relevance to development issues (agendas 2030 and 2063); (3) relevance to IDEP's

mandate; (4) comparative advantage over competitors; (5) rate of training satisfaction (in relation to content) after evaluation.

- Consensus was reached on the need to review training programs content and form, in particular to ensure that the courses offered fully integrated subjects which are of interest to African countries in relation to the SDGs.
- The new course catalogue has been developed and is organized around four (4) clusters:
 - Macroeconomic planning and development;
 - Regional integration ;
 - Social development;
 - Integrated management of natural resources.
- Each cluster is structured into sub-themes (or sub-clusters). Under each sub-cluster, key issues have been identified as topics for courses/modules.
- The retreat also proposed accompanied measures for the effective implementation of the new catalogue, as follows:
 - To develop online and tailor-made courses to enable more people and countries to benefit from IDEP programmes;
 - To better target potential beneficiaries;
 - To increase the number of women trained;
 - To increase the partnerships and to mobilise more resources;
 - To establish an effective monitoring and evaluation mechanism.

Discussions :

87. Following the presentation, the Chairperson congratulated IDEP for the new orientation and dynamism and noted that it would be useful to define the actors, encourage peer learning through the sharing of experiences and good practices. He observed that IDEP would gain by clearly articulating the specificity of its programmes in relation to other organizations and identifying partnerships on this basis. IDEP should also assert its comparative advantages and its alignment with the ECA agenda. He then invited members of the Council to review and consider the retreat report and the new catalogue.
88. Mr. Iddrisu welcomed the catalogue, which he considered excellent. He suggested that more details be provided regarding the types of courses (on-site or online), the number of courses and the themes per year. In order to ensure that more Member States benefit from its activities, IDEP should diversify the channels used to communicate information on training opportunities.
89. Mr. Diop found the catalogue very interesting, especially the prospective section, which is no longer addressed by many other institutions. He was of the view that this could a niche for IDEP.
90. Mr. Mukui went along the same lines insisting that IDEP pursue its activities in areas where it has a comparative advantage and which will differentiate it from other training institutions.
91. In response to the various comments, the Secretary of the Council specified that the catalogue and the thirty or so proposed themes cover a five-year period, with an average of fifteen courses from the catalogue offered annually.
92. Mr. Mustapha Sadni Jallab added that beyond the annual courses, countries have the possibility and are strongly encouraged to request tailor-made courses based on their actual needs.

93. Following the discussions, the new course catalogue was adopted by Council Members.

Item 7: Presentation and adoption of the draft Strategic Plan 2019 - 2023

94. Mr. Thierry Amoussougbo, Head of the Distance Learning and Knowledge Management Division, presented IDEP's draft Strategic Plan 2019-2023 structured around the following components:

95. The draft Strategic Plan follows the adoption of IDEP's strategic orientation at the 56th Governing Council session and takes into account the observations and proposals made by Council Members.

96. The drafting of the Strategic Plan has integrated a number of factors, surveys, evaluations, recommendations, guidance and resolutions such as:

- The requests and needs of Member States relating to the implementation of national development plans;
- The effective contribution to the achievement of Agendas 2030 and 2063;
- The ECA's strategic framework;
- The resolutions of the Conference of African Ministers of Finance, Economic Planning and Development;
- The recommendations of IDEP Technical Advisory Committee;
- The results of post-training surveys and impact assessment surveys conducted in 2016, 2017 and 2018 with former trainees, course directors, authorities of beneficiary institutions, parliamentarians and the private sector.

97. The Strategic Plan is based on a theory of change (ToC) adapted from a version of Vogel (2012). This ToC, based on a set of assumptions, risk analysis and external factors, explains, step by step, why and how IDEP plans to achieve the various levels of change or expected results. Ultimately, it anticipates that after five years, the Institute would be able to demonstrate its contribution to: "Improving public sector management and development planning in support of structural transformations in Member States, in accordance with Agendas 2030 and 2063".

98. This theory of change logically links the activities to be implemented by IDEP to the final result. Thus, training and research activities carried out annually contribute, as the case may be, to the improvement of knowledge, capacities, skills, processes or motivations, immediate outcome in the Strategic Plan. Within a year and beyond, the knowledge, skills and tools acquired are expected to be used by a majority of the alumni to influence policy choices, decision-making and contribute to effectiveness, behavioral improvement, amongst other things (intermediate outcome). Towards the fifth year of operation, these successive outcomes are expected to contribute to the final outcome indicated above.

99. To measure and demonstrate progress at each level of the logical diagram, a results framework has been adopted on the basis of:

- S.M.A.R.T indicators, i.e. specific, measurable, achievable, relevant and timely;
- diversified targets according to the types and areas of activity
- the methods and frequency of data collection.

100. Thus, in order to improve public policy management and development planning as a means of supporting the structural transformation of Member States in accordance with Agendas 2030 (SDG) and 2063, IDEP's actions are expected to contribute to improvements in national policy and planning,

practices and decision-making. The intermediate outcomes to which IDEP activities shall contribute in the medium term are listed below (the immediate outcomes that shall contribute to these intermediate outcomes are in italics):

- Capacity building of professional planners and policy-makers in development policy formulation, management and planning; This intermediate outcome shall be achieved through the immediate outcomes of daily activities: (i) *Directory of professional planners and policy-makers who have participated in IDEP's training and e-learning activities;* (ii) *Design and delivery of highly relevant training improved in response to the changing development and transformation situation in Africa.*
- Improving the skills of public systems in terms of research, acquisition of critical support for development design, management and planning; this intermediate outcome will also be reached through immediate outcomes of daily activities: (i) *Increased regional and national participation in the identification of public sector strengths and weaknesses with regard to policy development, management and development planning;* (ii) *Increased production of regional and national analyses documenting public sector strengths and weaknesses with regard to policy development, management and planning.*
- IDEP's recognized competence as a leading organization in capacity building for policy development, management and development planning in Africa. This intermediate outcome will also be achieved through the immediate outcomes of daily activities: (i) *Expansion and strengthening of knowledge production under IDEP leadership;* (ii) *Expansion and strengthening of knowledge sharing (events/forums/documents/media, etc.) on African development;* (iii) *Updating of IDEP system business processes and strategies (with well-articulated sub-strategies linked to ECA's objectives and strategy).*

101. To achieve the results outlined above, IDEP has planned to develop, by 2020, policies and guidelines or sub-strategies that will be updated annually to serve as an operational guide for the Institute. Such sub-strategies are listed below:

- Capacity Building;
- Knowledge Management ;
- Monitoring and Evaluation ;
- Awareness and Communications ;
- Partnership and Resource Mobilization;
- Risk Management.

102. Similarly, the strategic plan shall inform all annual plans of the Institute.

Discussions :

103. Following the presentation, the Chairperson thanked IDEP for this very intensive work, which represents a good start. He indicated that a strategic plan is an evolving document that requires periodical updates. He suggested the following aspects:

- The need to develop a light strategic document that can be used as a marketing and resource mobilization tool;
- The need to define critical stakeholders e.g. the IDEP Alumni as agents of change;

- The need to strengthen the IDEP label by identifying IDEP's competitors and differentiating IDEP by its service offerings;
- The need for a stakeholder engagement plan, with the identification of critical groups of partners, prioritization of stakeholders by identifying groups which warrant investment of time and energy;
- The clarification of the link between the strategic plan and the strategic orientations of the ECA.

104. In the ensuing discussion, Council Members made significant contributions to the overall content and listed areas for improvement as summarized below:

105. Mr. Toure proposed a reformulation of the results by harmonizing them with areas covered by the course catalogue. He wondered why some targets were based on survey result, as this can't be measured or anticipated in advance. He asked whether a mid-term review of progress in the implementation of the Strategic Plan has been planned.

106. Mr. Iddrisu proposed to differentiate between the strategic mobilization and the resource mobilization. As it stands, resource mobilization is not very explicit in the document. He also made comments on the following elements missing in the draft strategic plan:

- The Institute's vision and mission which are major elements of a strategic plan.
- Baselines were not explicit at all levels and could create challenges during evaluation;
- Targets needed to be defined on annual basis and harmonized with the baselines to be determined;
- There is a need for a communication strategy to support the Strategic Plan;
- The funding gap needed to be presented alongside funding sources that shall be targeted to close it;
- The training catalogue should be integrated into the Strategic Plan;
- Targets over which IDEP has no control should be deleted from the results framework.

107. Mr. Diop observed that the budget forecast seems to be insufficient in relation to the needs and called for the resource mobilization strategy to be prepared, adopted and enacted as early as possible.

108. Mr. Mukui recalled some of the recommendations made at the 56th meeting to finalize the plan and made the following comments and proposals:

- The Strategic Plan should clearly answer the following strategic questions: *where are we now? where do we want to go, how do we get there? and who will be responsible for what?*
- The introduction of the plan should include the context and methodology;
- IDEP must have the ambition to be the leading institution for training and capacity building in economic management and development planning;

- The Strategic document should be traceable and serve as a partnership and resource mobilization document. It should focus on the gist; it can be backed by a more elaborate document for internal use that covers all the details in terms of indicators, data collection targets, among others.
- The presented Strategic Plan requires analysis of the Institute's strengths, weaknesses, opportunities and threats. Stakeholder analysis should also be taken into account.

- The strategic plan should contain a list of risks identified and corresponding mitigation plan, even if a specific risk analysis and strategy is to be produced in the future.

109. Mr. Sima Asong called for further reflection or the establishment of mechanisms to address the following points:

- What type of evaluation can be undertaken to ascertain whether IDEP's interventions have had an impact on countries' policy and planning processes?
- Is it possible to know whether the two-week training courses enable Alumni to have an impact upon return? reflect on what type of combination of professional courses can make them more productive upon return.
- Do trained officials have decision-making power?

110. Responding to the Council Members, the Secretary of the Council thanked them all for their comments, which prove that the document was thoroughly read prior to the session. She then provided the following clarifications and responses to the points addressed:

- **Measuring the impact of IDEP's activities:** IDEP has planned, in its organizational chart, to recruit a staff dedicated to the continuous monitoring/evaluation of its activities. This has not been possible so far due to a lack of budget. However, several mechanisms are in place to assess the impact of the activities: (i) post-training evaluations are systematically organized after each on-site and online course; (ii) three impact surveys were conducted in 2016, 2017 and 2018 and are scheduled annually.
- **Structure of the Strategic Plan:** The strategic orientations document presented and adopted at the 56th meeting already has some elements observed by Members as missing in the presented draft strategic plan, such as the context analysis, disaggregated by sub-objective. In addition, that document had SWOT and risk analysis sections which were later removed to make it lighter.
- In summarizing Members' recommendations she highlighted the following action points for the Secretariat: (i) produce a summarized Strategic Plan which will be based on the main elements of the current Strategic Plan, so that it serves as a tool for partnership and resource mobilization support; and (ii) update the current Strategic Plan with annual targets, reduce the number of indicators and take into account only those that are easily monitored.
- Mr. Thierry Amoussougbo then followed and noted that the Strategic Plan has not integrated some of the analysis and elements of the strategic orientations adopted at the 56th Governing Council meeting. He indicated that a synthesis of the overall situation analysis was made and that sectoral situation analyses by sub-objective are presented in the document.
- Mr. Mustapha Sadni Jallab explained that the needs assessment was carried out in collaboration with ECA division and in consultation with decision-makers in respective countries. These served to guide the targeting of the programme.
- Mr Ron Kamwendo mentioned the resounding number of senior Government officials attesting to having undergone IDEP training. He cited the significant number of senior officials and IDEP Alumni who advocated for continued support to IDEP at the last ECA Ministerial Conference. He alluded to the modular approach of new training catalogue. He also mentioned that a resource mobilization strategy will be developed to mobilize sufficient resources for the effective implementation of the Plan.

111. The Chairperson then summarized the discussions and presented the following conclusions:

- Broadly, the draft Strategic Plan does include most of the elements recommended by the Members, but it does require restructuring;

- The introduction section should incorporate the detailed contextual analysis and highlight IDEP's comparative advantages, methodology and a SWOT analysis;
- The vision and mission of the Institute should be briefly explained;
- The structure and content of the strategic plan should clearly reflect answers to the following questions: where are we now? where do we want to go, how do we get there, with what means? and who is responsible for what?
- Two documents should be considered:
 - The development of a concise strategic framework focused on the key areas of the course catalogue that can be used as a marketing, partnership and resource mobilization document;
 - An updated detailed Strategic Plan with a reviewed context, a brief vision and mission, well defined annual targets, baseline data, and some reformulated indicators;
 - The Council called upon IDEP to produce these documents as soon as possible;
 - IDEP is tasked with emailing the revised versions to Council members for review and adoption.

Item 8: Date and place of the next session

112. In light of the discussions, the Chairperson proposed to organize the next meeting of the Governing Council, during the first week of December 2019. The proposal was approved by the members of the Council.

113. The Chairperson, after reminding that the current session was previously scheduled to be held in the Equatorial Guinea and noting that Equatorial Guinea is increasingly playing a role as a hub for conferences in Central Africa, proposed to consult with Equatorial Guinea for the hosting of the next session.

114. Mr. Sima-Asong thanked the Chairperson and Members for the interest in his Country and proposed to consult his authorities within a week or two, before conveying a decision.

Item 9: Any Other Business

115. To ensure that all Members are systematically informed about all IDEP training opportunities, it was agreed that each Member should confirm their email address with the Secretariat.

Item 10: Closing

116. In his closing address, the Chairperson, on behalf of the Governing Council, thanked IDEP for its services to the Continent. He noted that IDEP is increasingly positioning itself as a reference institution in the training and capacity building of public officials on the continent in an environment of increasingly complex agendas.

117. He then thanked members of the Council for their interest and dedication to the Institution, which are reflected in the time each of them spent reading all the documents despite their many occupations and commitments. The relevance of the comments and proposals attests to the particular attention they pay to the quality of IDEP's services.

118. He declared the meeting closed.

The 57th session of the IDEP Governing Council adjourned at 18:25 hours.