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STRATEGIC FRAMEWORK 2019-2023

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AFRICAN INSTITUTE
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STRATEGIC FRAMEWORK
2019-2023



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I. CONTEXT – SITUATION ANALYSIS

Since the turn of the century, Africans have borne witness to significant change: politically, economically, socially, and environmentally. After decades of instability, African countries have seen impressive economic growth, increased stability, improved governance, and relatively declining poverty. Yet, the growth remains fragile and highly dependent on external factors, and despite these gains, the continent is largely underperforming and failing to capitalize on its rich natural and human resources.

Today, the development process in Africa is driven by the overarching frameworks of the goals of the Agenda 2030 and Agenda 2063 for Sustainable Development. Both Agendas clearly single out the role that human and institutional capacity development must play in the achievement of their respective development goals. The realization of these agendas ultimately requires changes and adjustments in the way African countries conduct their development. Some of the main challenges they face include how to be more creative in mastering their development processes, full engagement

with the world economy, rethinking relations within Africa as well as with the rest of the world, and translating economic gains into well-being, welfare, peace, and stability for all African citizens in a sustainable and inclusive manner. Going forward, countries' ability to plan for development, design sound policy, implement effective strategy, and deliver on Africa's potential will depend entirely on the quality of their human and institutional capacity.

The world is changing; Africa is changing, therefore the African Institute for Economic Development and Planning (IDEP) must keep up. There is an urgent need for structural transformation of African economies and institutions to ensure sustained progress. This transformation largely depends on a continuous investment in strengthening the capacity of all development actors, including: government; parliamentarians; civil society; private sector; academia; media; and regional institutions. After 56 years of developing the capacity of African public officials and institutions, IDEP remains a pioneer and key resource for developing human capital within the continent.



As recommended by its Governing Council (GC) and Member States, in 2018 IDEP underwent a strategic shift in orientation that led to the development of its present strategic framework for 2019-2023. This shift was aimed at better addressing the increase and sophistication of the demand by African countries for support in capacity development to achieve the goals of the 2030 Agenda for Sustainable Development, as well as the aspirations of Agenda 2063.

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 Agenda 2063 and the 2030 Programme, as well as crucial importance to give priority to the related capacity building at all levels

The process of developing the strategic framework started with a retreat in 2018 of IDEP's Technical Advisory Committee (TAC) and invited experts, who gathered to review IDEP's niches and training offerings so as to sharpen its focus on the development priorities of African countries and render it flexible enough to accommodate emerging issues. As a result, a revised catalogue was developed and endorsed by the Committee members. TAC also reviewed the proposed theory of change and IDEP's main strategic orientations.

Furthermore, through two surveys, IDEP undertook an assessment of the training needs of African countries and the expectations of Africans decision-makers. The relevance of IDEP's work

was recognized by a majority of the 259 respondents to the survey, which was sent to 300 former trainees. In addition to the high response rate (86 per cent), they provided positive assessment of the impact of the courses they attended and requested more skills training covering other areas related to socioeconomic development.

The need for more capacity development was acknowledged and reaffirmed in the Conference of Ministers (COM) 2016 Ministerial Declaration, which was a follow-up to that of 2015¹ and translated into the resolutions that were adopted in favour of IDEP at the conference.² Above all, the strategy derives from the recommendations of:

- Alumni, as expressed in their responses to post-training questionnaires, as well as surveys conducted in 2016 and 2017
- Course Directors in their post-training reports
- Course Directors and Resource Persons in their replies to the 2018 survey
- Meetings of the Governing Council (GC) and TAC

II. ACHIEVEMENTS AND SWOT ANALYSIS

IDEP was mandated by the General Assembly of the United Nations in 1962 as the pan-African institution to build, upgrade, and/or update the technical aptitudes and proficiencies of mid-career and senior government officials in economic management and development planning. It has been operational since 1963.

Over the years, IDEP has primarily functioned within its overarching

mandate of accompanying African governments in their training and capacity development efforts in the fields of economic management and planning. To this end, IDEP works closely with African governments to assess their needs in socioeconomic development and planning, and to develop generic, thematic, and tailor-made courses for mid-career and senior officials. In addition to its core training and capacity development mandate, IDEP conducts



associated policy research activities on various economic management and development planning themes. Furthermore, at the request of Member States, it undertakes policy advisory services that are tailored to the needs of requesting governments. IDEP also organizes a regular series of policy dialogues, public seminars, and policy conferences.

The training activities provided by IDEP are in keeping with international, regional, and national development agendas, and help familiarize trainees pursuing its courses with the requisite techniques for the formulation, planning, implementation, and management of pro-development policies. Training provided considers the main challenges for countries that include: mastering their development processes; becoming full-fledged actors in the world economy; improving their fundamentals; involving all actors more tangibly; mobilizing adequate resources; and being able to translate their economic gains into the improved well-being and welfare of all citizens in an equitable and sustainable manner.

In all, IDEP has trained over 6,000 African public officials since its inception. This capacity development has been done through training ranging from short courses (1–2 weeks), Master's Degree programmes, and 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 courses have been steadily increasing over the years and have more than doubled since 2011. IDEP saw a 64 per cent increase in the number of applications between 2016-2017 and 2014-2015; 3760 applications were received 2014-2015 (1812 in 2014 and 1948 in 2015). This number rose to 6156 in 2016-2017 (2542 in 2016 and 3614 in 2017). This increase is due

to the rising interest among Member States in IDEP's capacity development programme, to which IDEP responded by the introduction of on-line courses. IDEP trained over 3,500 beneficiaries between 2012 and 2017.

The strong combination of its mandate, continental reach, and extensive network of alumni provides IDEP with the opportunity to contribute directly to both individual and institutional capacity across the continent, which is crucial to the African development agenda as strongly recognized by Agendas 2030 and 2063.

The number of female participants in IDEP training has been consistently around a third of the total of participants, despite several efforts to attain gender parity. Given the difficulty to improve this ratio, one of IDEP's objectives is to increase the number of women equipped with the capacity to positively affect development in their respective countries. IDEP has recently commenced offering training via e-learning to allow more women to benefit from its courses.

Given its mandate, IDEP's has traditionally targeted public officials for its activities. However, as the role of the private sector and civil society in development has become more and more prominent in recent years, IDEP's scope of policy research and dialogue, capacity strengthening, and knowledge management offer a unique opportunity to enhance capacity development and policy thinking opened to civil society, private sector, youth, the media, parliamentarians, and executive-level civil servants.

With 56 years of experience, IDEP benefits from well-equipped and functional training and conference facilities in Dakar, Senegal. The team is also able to deliver training in other locations and on-line.



The graph of the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is presented below:

STRENGTH	<ul style="list-style-type: none"> • Pan-African official mandate • Recognized by African governments • Relevance of issues covered • Quality of staff • Network of alumni in high level positions • Official training arm of the United Nations Economic Commission for Africa (ECA) • Partners' willingness to collaborate • Rich library collection digitized • eLearning platform 	<ul style="list-style-type: none"> • Agendas 2030 and 2063 • Increasing demand • Use of Research ICT Africa (RIA) • Expressed support from Member States (COM, GC, TAC) • Hub to transfer ECA production • Opening up to non-governmental stakeholders 	OPPORTUNITY
WEAKNESS	<ul style="list-style-type: none"> • Limited visibility • Understaffed • Limited financial resources • Ratio of women participants • Unbalanced geographical distribution • Impact tracing 	<ul style="list-style-type: none"> • Decreasing resources assigned to development • Proliferation of training institutions • Staying focused and relevant • Delays in non-payment of Member States' assessed contribution • Health, environment, and security risks 	THREAT

III. VISION AND MISSION

Vision statement

As we look towards the future, IDEP's ambitious and challenging vision is to "be the prime pan-African institution in training and capacity development in economic management and development planning."

Mission

This strategic plan illustrates IDEP's commitment to accomplish, with excellence, efficiency, and client orientation, the following mission:

- To support African countries' capacity to rethink their development strategies

with the view of achieving their structural transformation

- To strengthen the technical aptitudes and proficiencies of mid-career and senior government officials and other stakeholders in economic management and development planning for the successful implementation of national plans in line with Agendas 2030 and 2063
- To serve as a forum for exploration of alternative thinking on African development

IV. THEMATIC FOCUS

The results of the 2018 TAC retreat pointed out the need to rethink the portfolio of IDEP courses, considering the recent change in the paradigm of development. Based on IDEP's niche, expertise, and comparative advantage, four key areas were identified, constituting four clusters of focus for of 2019-2023:

- Macroeconomic modelling and planning
- Regional integration
- Social development
- Integrated natural resource management

4.1 Macroeconomic modelling and planning

Today, governments face the challenge of developing and implementing policies, strategies, and plans for systemic transformation through integrated development approaches that simultaneously achieve growth, poverty eradication, and environmental sustainability, and consider synergies and trade-offs between sectors and development objectives. It is therefore crucial to support countries through technical capacity building to help them adopt integrated planning approaches and policies. These challenges are addressed by the macroeconomic modelling and planning cluster, within which courses are organized into four sub-clusters: data and statistics; economic modelling; strategic planning; and development policy financing development.

4.2 Regional integration

Regional economic integration is an essential pillar of Africa's development. Africa suffers from low levels of industrialization, diversification, and creation of value addition, and has not yet fully completed its digital transformation. It has a marginal participation in world trade and records less than five per cent intra-African trade, hampered by underdeveloped infrastructure. The launch of the African Continental Free Trade Area (AfCFTA) and the realization that more efforts are to be put into the acceleration of Africa's industrialization with particular attention to the industry 4.0 have created a new momentum for Africa's regional integration.

These opportunities are addressed by the regional integration cluster, within which courses are organized into three sub-clusters; trade; industry; and infrastructures.

4.3 Social development

Social gains must lead the development strategies and plans of African countries. While notable progress has been registered in the economic sector, this has not adequately translated into social gains. This calls for more action to address the challenges African countries are facing related to gender equity and women empowerment; the needs of youth, as 60 per cent of Africa's population is below 25 years of age; social protection; and migration.

These challenges are addressed by the social development cluster, within which courses are organized into three sub-clusters: gender and youth; human development; and migration.





4.4 Integrated natural resource management

Natural resources are critically affected by accelerated transformation. In Africa, the weak progress in science and technology, increasing population growth, trade globalization, and the impacts of local and global environmental changes are leading to new and serious risks to sustainable management of water systems, land, forests, and other natural resources. The complex and dynamic context of natural resource use in Africa requires integrated approaches in the training of policymakers, academia, and natural resource scientists.

These issues are addressed by the integrated natural resources management cluster, within which courses are organized into two sub-clusters: land, agriculture, and food systems; and natural resources.



V. THEORY OF CHANGE

The strategic framework follows a Theory of Change (ToC) through which IDEP aims to ultimately contribute to “improved public-sector management and development planning in support of Member States’ structural transformation in line with Agenda 2030 and Agenda 2063 for Sustainable Development”.

IDEP expects to make this highest-level contribution through focusing 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 and policymakers in policy management, public-sector systems, and development planning
2. Competence of public-sector systems for seeking and acquiring critical support for policy development and management, as well as for development planning
3. Competence of IDEP as the leading capacity development organization for policy development, management, and development planning in Africa

As per Figure 1 below, the ToC depicts the conceptual drivers of the strategic framework and combines spheres of control or influence with a performance logic. It is structured around concentric circles or spheres that represent different levels of control or influence and involved groups/targets. Four spheres have been identified:

1. **The operational sphere:** This represents IDEP’s operational environment, which IDEP has direct control over. It is a sphere of IDEP outputs, direct products, and services stemming from its activities. At this level, various outputs are produced and include: face-to-face, tailor-made, and on-line courses planned and delivered; various research activities including: policy dialogue; development seminars, and fellowship programme implemented; technical and advisory services provided; and knowledge generated. These outputs are produced with the assumption that enough and adequate human, financial, physical, and learning resources are available.
2. **The capacity change sphere:** This is the sphere of immediate outcomes or results, where IDEP has expected changes as a result of outputs produced at the operational sphere level. Training, capacity building, research outputs, and knowledge generated contribute to the increase in knowledge, awareness, skills, abilities, and relationships in economic management and development planning of main beneficiaries. These include: ministries; senior and middle career-level government officials; legislators; media researchers; civil-society organizations; and private-sector actors. These changes are supposed to be occurring with the assumption that beneficiaries are committed to collaborating and engaging in the learning, and that the United Nations and more development partners are willing to continue providing adequate financial and technical support to IDEP towards building a critical mass of skilled government officials who are able to



effectively contribute to the realization of the two Agendas.

3. The behavioural change sphere:

The expected intermediate result at this stage is that of changes in policy, practice or performance among intermediaries and/or beneficiaries expected to start occurring after a year or two. Main stakeholders include; ministries; departments; parliaments; think tanks; universities; knowledge networks; private sector; and civil society. At this stage, IDEP is expecting that the tools, competencies, and skills acquired by government officials and other beneficiaries at the capacity change sphere will be used in their daily activities and contribute to the above mentioned change. IDEP does not have directly influence on these changes. At this stage, a survey mechanism will be developed and adopted to assess IDEP attribution to these changes. However, IDEP-implemented immediate results will

contribute to these changes with the assumption that trained government officials are not reassigned to other duties, and that stakeholders and alumni are willing to collaborate in the impact assessment process. The extent of the changes will also depend on the level and critical mass of immediate results tied to predictable financial resource at IDEP.

4. The long-term lasting change sphere:

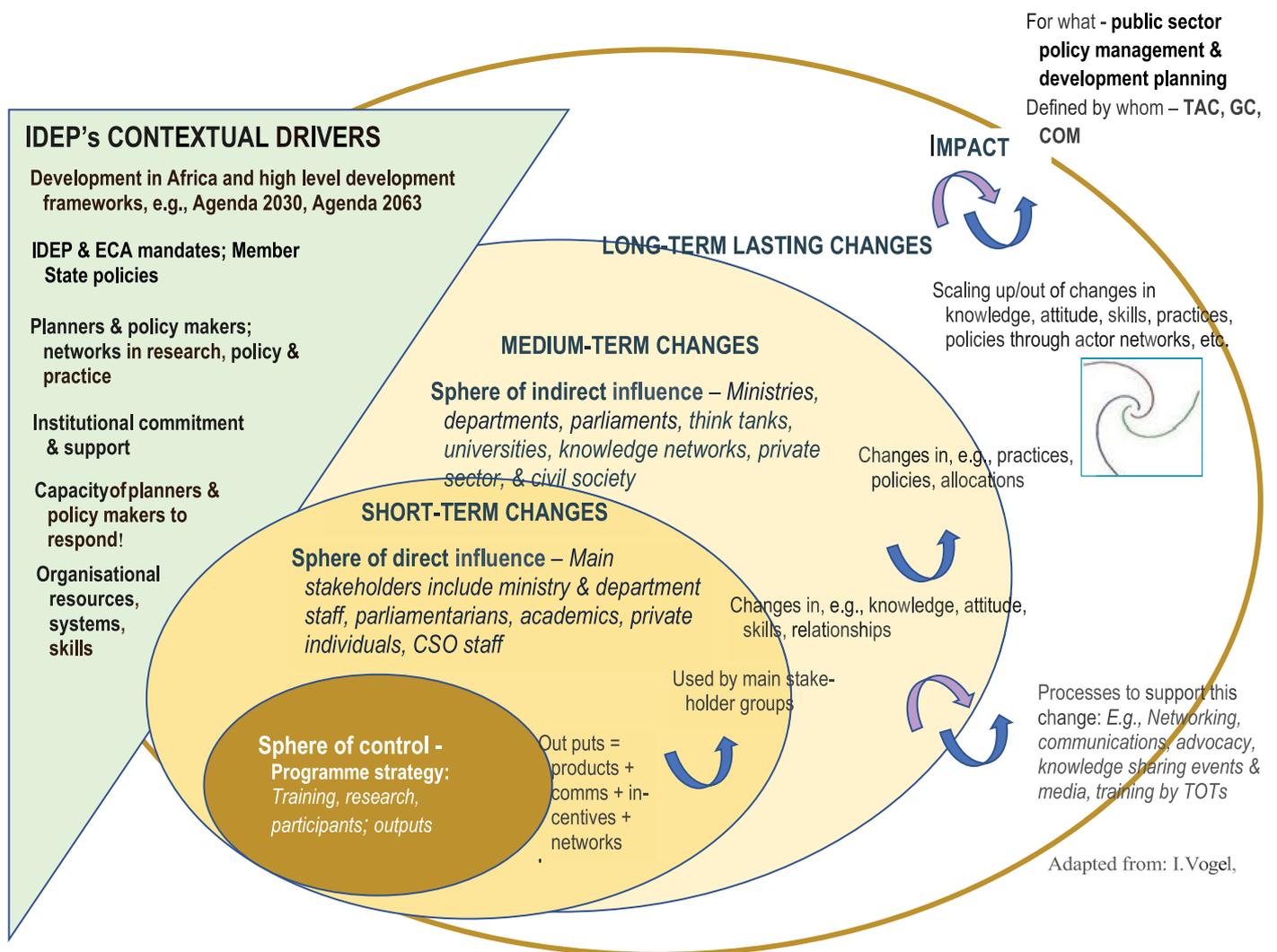
This is a high-level change IDEP will contribute to that of “improved public-sector management and development planning in support of Member States’ structural transformation in line with Agenda 2030 and Agenda 2063 for Sustainable Development”. This is the *raison d’être* of IDEP, or in other words, the sustainable change IDEP is expected to contribute. IDEP contribution to this ultimate result can be measured at the end of the five-years, but should still be tracked during the life of this



strategic framework as changes may occur earlier. It can also be assessed through and ex post evaluation. IDEP's contribution will be effective with the assumption that national governments remain committed to development

planning for sustainable development; capacity building in economic management and development planning remains high on the development agenda of boundary partners, especially Heads of State and Ministerial Councils.

Figure 1: IDEP Theory of Change



VI. RESULTS FRAMEWORK

6.1 Ultimate outcome

GOAL: To improve public-sector policy management and development planning in support of Member States' structural transformation in line with Agendas 2030 and 2063

Desired impact level consequences

- Evidence of national policy and planning improvements with plausible links to capacity-building interventions of IDEP

The realization of the 2030 and 2063 Agendas requires changes and adjustments in the way African countries conduct their development. Anchored in 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 2019-2023 strategic plan has been conceived.

For IDEP to be able to improve public-sector policy management and development planning in support of Member States' structural transformation, it 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 outcomes:

1. Enhanced competence of development planners and policymakers in policy management, public-sector systems, and development planning.
2. Enhanced competence of public-sector systems for seeking and

acquiring critical support for policy development and management; and for development planning.

3. Recognized competence of IDEP as the leading capacity development organization for policy development, management, and development planning in Africa.

6.2 Intermediate outcome 1: Enhanced competence of professional planners and policymakers

IO 1: Enhanced competence of professional planners and policymakers in policy management and development planning

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

The training courses and research work can lead to changes in knowledge, skills, attitudes, and relationships of its beneficiaries in their work and hence their overall contribution to policy management and development planning. Increasing the number of 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 on-line training programme. While 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 key skills. Two immediate outcomes have been identified to contribute to this intermediate outcome, as follows.

6.2.1 Immediate outcome 1.1: Expanded pool of professional planners and policymakers

IMO 1.1: Expanded pool of professional planners and policymakers that have participated in IDEP-led training or e-learning

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

IDEP plans to train up to 3,625 officials, including 1,450 women, by 2023, thereby contributing to an increased mass of officials who are 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 Agendas 2030 and 2063 for respective African countries.

6.2.2 Immediate outcome 1.2: Expanded design and delivery of highly relevant trainings

IMO 1.2: Expanded design and delivery of highly relevant trainings, responding to the evolving situation of African development and transformation

Outputs: new IDEP-led trainings designed and delivered that address evidence of changing policy and development contexts in African client countries/regions disaggregated by face-to-face versus e-learning, including core, tailor-made, content focus, and more

Over the years, IDEP's offering to African countries has evolved in response to their capacity needs, development priorities, and commitment to regional and international agendas. Several courses that IDEP has delivered were driven by demands from Member States, further demonstrating IDEP's capacity to adapt to evolving needs and react with agility in response.

The revamped training programme, which IDEP will be delivering 2019-2023, is informed by those priorities. In addition, a gender dimension will be integrated to the extent possible into the training modules as part of a broader strategy to enhance African policy awareness of and engagement with gender questions and concerns.

6.3 Intermediate outcome 2: Enhanced competence of public-sector systems for seeking and acquiring critical support

IO 2: Enhanced competence of public-sector systems for seeking and acquiring support for policy development and management, and for development planning

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

Over the years, IDEP has provided technical and advisory services to Member States and regional organizations. More recently, tailor-made courses have become a means through which IDEP has contributed to capacity development at the national level. These services are demand-driven. Therefore, the enhancement of the competence



of public-sector systems for seeking and acquiring critical support for policy development and management, as well as for development planning, is critical and shall be evidenced by the expected increase in requests from Member States for technical and advisory services, and tailor-made courses. This achievement will also enhance the competence of professional planners and policymakers, and ultimately improve public-sector management.

The result will be bolstered through IDEP research and knowledge-management activities, the improvement of its communication and outreach, and the involvement of its extensive network of African specialists and alumni.

6.3.1 Immediate outcome 2.1: Expanded regional and national participation in identification of public-sector strengths and gaps

With the increased demands from Member States on needs assessments, IDEP is envisioning using the pool of trained civil servants and researchers to provide regular feedback 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 programme implementation. This will enhance the competence of professional planners and policymakers, and ultimately improve public-sector management.

6.3.2 Immediate outcome 2.2: Increased production of regional and national analyses documenting public-sector strengths and gaps

IMO 2.2: Increased production of regional and national analyses documenting public-sector

strengths and gaps in policy development, management, and 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

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, IDEP regularly organizes flagship research activities including fellowship programmes, development seminars, and 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's 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 policymakers, and ultimately improve public-sector management.

6.4 Intermediate outcome 3: Recognized competence of IDEP as the leading capacity development organization

IO 3: Recognized competence of IDEP as the leading capacity development organization for policy development, management, and 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, and development planning in Africa



For more than five decades, IDEP has supported African countries' economic management and development planning, while adapting and responding to 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. The increase in the number of trained government 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 training, anchored by ECA analytical research activities that nurture the integration of the three pillars of sustainable development, shall affirm IDEP status as a unique capacity development institute on the continent.

6.4.1 Immediate outcome 3.1: Expanded knowledge production led by IDEP

IMO 3.1: Expanded and 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, and presentations

Knowledge generated by IDEP includes, but is not limited to: training products including course materials, syllabi, workgroups, and Master's

Degree theses; research initiatives including research papers, high policy dialogue, and monthly development seminars; knowledge repository; and documentaries.

Through the above channels, rigorous and relevant knowledge underpinned by robust statistics will result in the increased recognition of IDEP as a competent and leading capacity development institute on the African continent.

6.4.2 Immediate outcome 3.2: Knowledge sharing

IMO 3.2: Expanded and strengthened knowledge sharing (e.g., events, fora, documents, media, and more) 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, high-level policy dialogues (HLPD), journal circulation, research dissertations, reports disseminated, knowledge networks supported, and more

Short courses delivered over one to two weeks represent the bulk of IDEP's activities. They are complemented with high-level dialogues, monthly seminars, and a fellowship programme, which are considered research activities. These complementary activities are organized regularly, and 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. Over 2019-2023, these activities will be further expanded, and more knowledge products will be produced and disseminated.

6.4.3 Immediate outcome 3.3: IDEP business processes and system strategies

IMO 3.3: IDEP business processes and system strategies updated with well-articulated sub-strategy plans that are linked to ECA goals and strategy

Outputs: Sub-strategy documents (with performance indicators) for: Capacity Development and Training Knowledge Management (KM) Outreach and Communications (including advocacy) Resource Mobilization Partnering Risk Management Monitoring and Evaluation (M&E), programmatic accountability

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 delivery of its programme in the context of the strategic plan. Therefore, IDEP plans to develop the following key sub-strategies by 2020: Capacity Development and Training; Knowledge Management; Outreach and Communications; Monitoring and Evaluation; Partnership and Resource Mobilization; and Risk Management (presented in paragraph IX).

VII. DELIVERY MODELS

A number of sub-strategies will be developed by 2020 to ensure effective implementation of the strategic plan related to the framework. These include the following.

7.1 Capacity Development

While 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 premised on the need to address both human and institutional capacity development in an integrated fashion that will drive 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 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.

7.2 Knowledge Management

Knowledge Management being a key element of its strategy, IDEP aims to make knowledge resources available primarily



to African policymakers, researchers, students, and in general anyone interested in Africa's development, with special emphasis on knowledge resources generated by ECA and IDEP. IDEP's ambition is to consolidate existing knowledge resources and management mechanisms towards the building of a state-of-the-art innovative knowledge resource centre 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 policymakers on the continent is what is envisioned by IDEP. It is expected to be accessible anywhere and anytime from any device.

7.3 Outreach and 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:

1. 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.
2. Communication to make IDEP a "go-to place" in terms of training and capacity building and research on economy policy design management and development planning.
3. Communication to raise awareness, as well as share knowledge and information.
4. Communication to influence policy, practices, planning, and processes.

For each of these approaches, there is a 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, the main goal of which 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 54 African countries, IDEP is investing 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 that 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 the continental level with specific interest at the regional levels, such as economic journalists, Knowledge Management practitioners, IDEP alumni, and more. With outreach through a newsletter in development, a more dynamic website, social media platforms, research papers, partnership with academic institutions, think tanks, and more, IDEP will position itself as a centre of excellence in capacity development and knowledge generation for Africa.

Monitoring of the impact of IDEP's communication strategy and policy engagement will combine quantitative



measures (e.g., number of op-eds produced, number of website hits, number of Facebook likes, number of Twitter followers, and more) with a variety of more innovative and qualitative measures of impact (e.g., quality of social media interactions, reach of IDEP knowledge repository, messages, influence of IDEP, and more).

7.4 Monitoring and Evaluation

The need to develop a 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 programme and identifying areas for improvement, thus improving the system as a whole.

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

Specific objectives of the M&E mechanism are to:

- Assess more effectively to what extent programme goals and objectives are being achieved
- Monitor progress towards achieving planned, outputs, intermediary outcome, outcome and attribution to the impact



- Outline specific steps and tools for informed decision-making
- Outline roles and responsibilities regarding M&E with an emphasis on 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 programmes
- Provide effective and relevant departmental reporting on programmes
- 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) that will generate a comprehensive data set 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 outcomes; outputs; indicators; means of verification and/or data collection sources; data collection methodology; and data collection periodicity and responsibility.

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

7.5 Partnerships and Resource Mobilization

Africa's capacity development challenges are so significantly huge that no single organization, irrespective of resourcing or capacity, can address 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 organizations, 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; United Nations agencies; regional and sub-regional bodies; private sector; civil society; and foundations and philanthropic institutions. In 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 United Nations system as per the recommendation of the United Nations reforms.

VIII. STAKEHOLDER ANALYSIS AND MAPPING

Various stakeholders are involved in the implementation of IDEP's mandate as beneficiaries or partners. The present analysis and mapping identifies national, sub-regional, global institutions, individual and Institution beneficiaries or partners of IDEP that will affect or be affected by the implementation of the institution's strategic framework. It also outlines a strategy per stakeholder to ensure their effective contribution and participation.

In the line of continuous engagement with various stakeholders and building a positive relationship, IDEP envisages to primarily improve its communication through various channels including email, social media, website, and periodic bulletin. Beyond the improving communication with all, IDEP continues to maintain direct interaction and seek involvement of key stakeholders at the implementation stage.

According to the level of involvement and influence, the following categories of stakeholders have been defined:

- 1. Category 1:** Stakeholders who are directly affected, or which can affect positively IDEP mandate and therefore contribute to the effective implementation of the expected outputs, results and the main goal.
- 2. Category 2:** Stakeholders who are involved to some extent with IDEP activities and who may contribute to the achievements of planned results. IDEP shall also promote strategy to harness their contribution to the effective implementation of the strategy.
- 3. Category 3:** Stakeholders who are not directly engaged with IDEP, but can still influence IDEP results and performance.

The stakeholders mapping table is presented in Annex II.

IX. RISK MANAGEMENT

Risk Management is defined as the identification, evaluation, and prioritization 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 ever-evolving operating environment and the nature of its target audience among 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 into IDEP's delivery processes. 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; and risk monitoring and review.



Overall there are two main categories of risks associated with the effective implementation of IDEP's strategic framework, including risks related to its mandate and risks associated with its activities and beneficiaries, as described below.

9.1. Risk related to IDEP mandate

With regard to the IDEP mandate, there is a risk that it may be unable to scale up efforts to meet the demands of African countries and other stakeholders, because it has inadequate financial resources or inadequate human capacity. Lack of, or untimely provision of, countries' contributions, support from the United Nations and other development partners for the implementation of IDEP's programmes and activities may hinder IDEP's efforts to respond rapidly and flexibly to requests for its services. Widening the strategic partnership and the resource base, and attracting support for the programme will therefore remain critical.

9.2. Risks associated with activities and beneficiaries

The risks associated with IDEP activities, beneficiaries, and stakeholders include the risk that the Member States and other stakeholders may not demonstrate high-level commitment to building their institutional capacity to integrate development planning competence, skills, and tool in their work. This may occur when officials trained through IDEP for improving planning in their departments are reassigned to other duties within the government that have little or no relevance to the training they have received.

There is also a risk to beneficiaries arising from uncertain political situations that may lead to delays and disruption in the programme's service delivery. Moreover, changing priorities in the beneficiary countries may constitute an external risk to IDEP's programme objectives. An associated constraint on results achieved by IDEP is the brain drain of trained government

Table. Institutional risk assessment and mitigation measures

Risks	Probability	Risk Mitigation Measures/Assumptions
Insufficient IDEP programme human and financial resources to meet the demands of African countries and stakeholders	Low-medium	<ul style="list-style-type: none"> - Building or strengthening partnerships with universities, higher education training institutes, and research institutions - Use of consultants and short-term experts to augment the core staff of IDEP - Expanding the strategic partnerships and resource base of IDEP to attract additional financial support through resource mobilization - Design and implement a comprehensive resource mobilization strategy - Harness the position of Governing Council members and African permanent representatives at the United Nations to advocate and lobby for more financial resources
Lack of or untimely provision of financial resources to implement the strategic framework plan	Low	<ul style="list-style-type: none"> - Promote and encourage cost-sharing initiatives with partners - Harness the position of Governing Council members and African permanent representatives at the United Nations to advocate and lobby for more financial resources - Promote joint planning or align some interventions with the focus of development partners and regional strategic partners such as the African Union Commission (AUC) and African Development Bank (AfDB) - Design and implement effective resource mobilization strategy and events.
Lack of strong commitment by Member States	Medium-high	<ul style="list-style-type: none"> - Advocate for IDEP works and need for high commitment from all countries through the Governing Council, African Ambassadors - Discuss impact assessment and follow-up mechanism during face-to-face workshops
Trained officials of Member States are reassigned to other duties	Medium-high	<ul style="list-style-type: none"> - Increase the number of trainees - Ongoing development of a large pool of trained mid-career and senior government officials will help resolve this
Brain drain of trained officials from Member States	Medium-high	<ul style="list-style-type: none"> - Increase the number of trainees - Ongoing development of a large pool of trained mid-career and senior government officials will help resolve this - Provide incentives to retain highly skilled staff - Encourage cross-ministry collaboration to help maintain continuity at Member State level

officials. The improved expertise of these officials means that they are often attracted to better-paying jobs elsewhere. While this does not reduce the pool of people who understand the issues of development planning, there is a need to concentrate further efforts on building a large and self-renewing base of such personnel if the expected impact of the programme is to be achieved. This will also help ensure that Member States are able to retain staff.

IDEP’s risk-management strategy is to meticulously identify risks at the design stage and continuously monitor and assess the risk profile during implementation. This risk table will be annually updated through continuous consultations with stakeholders, beneficiaries, and Governing Council members. Table below presents the identified institutional risks and corresponding mitigation measures.

ANNEX I IDEP THEORY OF CHANGE WITH INDICATIVE RESULTS



States' structural transformation in line with Agendas 2030 and 2063
 improvements with plausible links to capacity-building interventions of IDEP

GOAL: To improve public-sector management and development planning in support of Member States
Desired impact level consequences - Evidence of national policy and planning



IO 1: Enhanced competence of professional planners and policymakers in policy management and development planning
Desired: Alumni behaviour shows evidence of implementing knowledge, skills acquired from IDEP for influencing policy management and development planning, including conducting training, doing research, writing policy briefs, and more

IO 2: Enhanced competence of public-sector systems for seeking and acquiring support for policy development and management, and for development planning
Desired: evidence of competent public-sector systems making use of IDEP resources and support, e.g., uptake/use of knowledge resources, enabling in-house training, participation in seminar, making requests for advisory services, and specific tailor-made courses budgeting/payments for IDEP

IO 3: Recognized competence of IDEP as the leading capacity development organization for policy development, management, and 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, and development planning in Africa

SO 1.1: Expanded pool of professional planners and policymakers who have participated in IDEP-led training or e-learning
Planned outputs: production of qualified trainees who have completed courses, disaggregated by gender, profile (e.g., public, academia, and more), geographic location, and more.

SO 1.2: Expanded design and delivery of highly relevant trainings, responding to evolving situation of African development and transformation
Planned outputs: new IDEP-led trainings designed and delivered that are linked to evidence of changing policy and development contexts in African client countries/regions, disaggregated by face-to-face versus e-learning, core, tailor-made; content focus; and more

SO 2.1: Expanded regional and 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 and implementation of training; making contributions to gender-transformative trainings

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

SO 3.1: Expanded & strengthened knowledge production led by IDEP
Planned outputs: IDEP-led generation of knowledge products related to capacity building for policy management and development planning in Africa, e.g., papers by visiting research fellows, policy briefs, academic papers, journal contents, and presentations

SO 3.2: Expanded & strengthened knowledge sharing (events/forums/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, and reports disseminated, knowledge networks supported, and more



SO 3.3: IDEP business processes and system strategies updated with well-articulated sub-strategy plans that are linked to ECA goals and strategy with performance indicators for:

- Knowledge Management (KM)
- Monitoring and Evaluation (M&E), programmatic accountability
- Quality Assurance
- Risk Management

- Capacity Development and Training
- Outreach and Communications (including advocacy; Partnering)
- Resource Mobilization

ANNEX II. STAKEHOLDERS ANALYSIS AND MAPPING



Stakeholders	Areas of interests	Level of involvement	Influence on the Strategic Framework	Participation/Engagement Strategy
Category 1				
African countries	<ul style="list-style-type: none"> - State-of-the-art training institution and environment - Increased trainings of government officials, up-to-date publications and knowledge products - Predictable and stable financial resources - Ensure co-operative governance 	High, will provide financial contribution, visibility, and political support	High, will have influence on all aspects of the implementation of the strategic framework	<ul style="list-style-type: none"> - Ensure financial contributions - Ensure effective participation of government departments and institutions - Ensure effective participation of government officials in IDEP activities and integration of acquired tools, competencies, and skills in development planning - IDEP shall improve communication with countries through alumni, all African Embassies, and the Governing Council - Establish IDEP-documentation/library focal point to improve the communication and knowledge and information exchange between IDEP and the country - Ensure continuous updates of the institution's website and use all social media channels to reach out to Member States - Provide continuous updates about number of trainees and status of contributions
Governing Council	<ul style="list-style-type: none"> - Effective institution - Compliance to the statutes - Compliance to broad directions established for the work of IDEP by the Conference of African Ministers of Finance, Planning and Economic Development of the Economic Commission for Africa - State-of-the-art training institution and environment - Increased trainings of government officials, up-to-date publications and knowledge products - Stable financial resources 	High, prime oversight and decision-making organ, will provide overall oversight, advocacy, will contribute to IDEP visibility and provide political support	High, will have influence on the annual planning, budgeting, and Monitoring and Evaluation of the strategic framework	<ul style="list-style-type: none"> - Adopt general principles and policies governing the operations - Review and approve the annual work programme and budget of IDEP - Examine and approve the director's annual report on the work and progress of IDEP, including the budgetary and financial report for the preceding year - Present an annual report on the work of IDEP, including a complete audited report in respect of all income and expenditure, to the COM at its annual session - Oversee the general administration of IDEP and make such recommendations as it may deem appropriate - Constitute a Technical Advisory Committee of 10 members to work with it and the Director of IDEP on the quality and relevance of programmes - IDEP shall establish a special communication channel with members - Continuously inform members about IDEP planned trainings on-line and in-situ, and research outputs - Regularly inform Governing Council members about the status in term of contributions from the sub-region - Share highlights of salient achievements with members and challenges between Governing Council meetings.



Stakeholders	Areas of Interests	Level of Involvement	Influence on the Strategic Framework	Participation/Engagement Strategy
Technical Advisory Committee (TAC)	<ul style="list-style-type: none"> - Effective training programmes aligned with the 2030 and 2063 Agendas for Sustainable Development and development trends - Ensure quality of training materials - State-of-the-art training institution and environment - Increased trainings of government officials, up-to-date publications and knowledge products - Stable financial resources 	Medium, Responsible for giving technical advice about the design of the training and related programmes and activities of IDEP. Ensure the quality, relevance, timeliness, impact, and sustainability of the programmes	Medium, will influence the training domains at the planning stage that will be approved later by the Governing Council	<ul style="list-style-type: none"> - Technical advice about training catalogue, programmes, and activities of IDEP - Ensure quality, relevance, timeliness, and impact of the programmes - IDEP shall update TAC member about plans and achievements - IDEP shall involve TAC members when required in technical activities, such as courses and delivery of research
Countries' permanent representatives and ambassadors at the United Nations	<ul style="list-style-type: none"> - State-of-the-art training institution and environment - Increased trainings of government officials, up-to-date publications and knowledge products - Predictable and stable financial resources 	Medium, advocacy and lobby for ensuring contributions from African countries, advocacy for United Nations contributions to the institution	Medium, has advocacy and lobbying role to ensure stable financial contributions, which also has impact on implementation	<ul style="list-style-type: none"> - Assist in communication with countries - Assist in ensuring country compliance to the membership terms - Advocate for adequate financial resources for IDEP - IDEP to improve communication with permanent representatives; all communications with countries shall be shared with permanent representatives
African ambassadors based in Dakar, African ambassador and country representative at the African Union (AU) and ECA	<ul style="list-style-type: none"> - If informed will help their countries participate in IDEP activities 	Low, will inform their countries	Medium, has advocacy and lobbying role to ensure stable financial contributions, which also has impact on implementation	<ul style="list-style-type: none"> - Consolidate relationship between IDEP and their respective countries - IDEP to keep them informed
African ambassadors based in Dakar, African ambassador and country representative at AU and ECA	<ul style="list-style-type: none"> - If informed will help their countries participate in IDEP activities 	Low, will inform their countries	Medium, has advocacy and lobbying role to ensure stable financial contributions, which also has impact on implementation	<ul style="list-style-type: none"> - Consolidate relationship between IDEP and their respective countries - IDEP to keep them informed
Bilateral and multilateral development Partners such as the European Union (EU), Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), Norway, Sweden, Department for International Development (DFID), Francophonie, and Agence Française de Développement (AFD) among others	<ul style="list-style-type: none"> - Build capacity of beneficiaries of funded projects - Collaborate in specialized training and capacity-building programme - Increased trainings of government officials, up-to-date publications and knowledge products - Predictable and stable financial resources 	Medium, contribute to IDEP budget through joint activities or specific requests	Medium, donor-recipient relationship through bilateral financial arrangement	<ul style="list-style-type: none"> - Contribute to the budget of IDEP - IDEP to maintain communication with the partner - IDEP to initiate and submit training and capacity-building flagship programmes in line with the partner mandate
ECA divisions and Sub-regional Office	<ul style="list-style-type: none"> - Collaborate to translate ECA relevant publications or knowledge products into training materials - Collaborate in the delivery of in-situ and on-line training 	Medium, involve in the implementation of IDEP training and research activities	Medium, as per IDEP mandate ECA divisions and SROs shall de facto contribute to IDEP activities	<ul style="list-style-type: none"> - Ensure joint planning for various training activities - IDEP to continue to involve ECA, director, professionals, divisions, and sections in its programme delivery process

Stakeholders	Areas of Interests	Level of Involvement	Influence on the Strategic Framework	Participation/Engagement Strategy
Ministries with direct links with the four clusters of the new catalogue	<ul style="list-style-type: none"> - State-of-the-art training institution and environment - Increased trainings of government officials, up-to-date publications and knowledge products - Ensure that competency, skills, and tools acquired through IDEP training is used and mainstreamed by beneficiaries of the trainings - Facilitate trainings of others staff by trainers - Facilitate follow-up with alumni 	High, will approve effective participation to the trainings of government officials	High, will have influence on all aspects of the implementation of various trainings and use of skills, competencies, and tools acquired	<ul style="list-style-type: none"> - Facilitate needs assessments and institutional capacity enhancement - Authorize effective participation and collaboration of various departments and government officials - Enable the use of competencies, skills, and tools in daily development planning - Avoid to reassign trainees in other departments in short period after training - IDEP to improve communication with all ministries through ECA divisions, SROs, embassies, media, and technical focal points - IDEP to establish impact assessment tool and undertake yearly survey
Senior, mid-level career officials and other stakeholders' beneficiaries	<ul style="list-style-type: none"> - Attend various trainings - Implement acquired competencies, skill, and tool in daily activities - Train others if it was training of trainers - Involve in alumni impact assessment 	High, effective participation and use of tools will contribute to the achievement of planned results	High, effective participation and use of tools will contribute to the achievement of planned results	<ul style="list-style-type: none"> - Apply to various call for trainings - Effectively participate in trainings when selected - Implement tools, skills, and competencies acquired - IDEP to establish impact assessment mechanism using various communication channels - IDEP to organize regular survey
Resource person	<ul style="list-style-type: none"> - Lead the development and delivery of quality training materials in line with the trainings catalogue 	High, is at the core of the training	High, the quality of the content and effectiveness of the methodology will influence the impact of the training	<ul style="list-style-type: none"> - Lead the development and delivery of courses - IDEP to establish a rigorous peer-review mechanism and quality-assurance strategy of training materials and the effectiveness of the pedagogy
Researchers and fellows	<ul style="list-style-type: none"> - To participate in research activities 	Medium, is at the core of the research output	Medium, quality of the research outputs will influence some outcomes	<ul style="list-style-type: none"> - Will be at the core of the research process - IDEP to establish a rigorous peer-review mechanism for the validation of research findings
Category 2				
Strategic partners: AUC, AfDB, regional organizations, and Regional Economic Communities (REC)	<ul style="list-style-type: none"> - Joint training and research activities - Shared cost activities 	High, will provide political support as member of the Governing Council, promote joint initiative	Medium, will have influence on joint initiatives	<ul style="list-style-type: none"> - Shared cost - Ensure effective participation of AUC departments and institutions - Ensure effective participation of AUC and its experts in various activities - IDEP to enhance communication with AUC departments - IDEP to initiate joint planning with AUC Department of Economy Affairs, with PAUDA and Department responsible for capacity development





<p>United Nations regional organizations and specialized agencies such as the World Bank (WB), United Nations Industrial Development Organization (UNIDO), United Nations Conference on Trade and Development (UNCTAD), Food and Agriculture Organization (FAO), United Nations Children's Fund (UNICEF), World Trade Organization (WTO), United Nations System Staff College (UNSSC), United Nations Institute for Training and Research (UNITAR), United Nations University World Institute for Development Economics Research (UNU-WIDER), International Food Policy Research Institute (IFPRI), and United Nations Educational, Scientific and Cultural Organization (UNESCO)</p>	<p>- Joint activity - Cost sharing</p>	<p>Medium, will contribute to the strategic framework implementation through cost sharing</p>	<p>Medium, the level of influence will depend on the number of joint activities implemented</p>	<p>- Collaborate in joint training, research in line with their mandate - IDEP to improve communication, information, and knowledge sharing with United Nations agencies and to share its course catalogue - IDEP to promote joint initiatives</p>
<p>Regional Economic Communities</p>	<p>- Collaborate with IDEP in human and capacity-building activities</p>	<p>Medium, if well-engaged</p>	<p>Medium, could provide sub-regional convening space</p>	<p>- Participate in IDEP training and research activities - IDEP to enhance communication with REC</p>
<p>Stakeholders</p> <p>Non-state actors including: media, private sector, philanthropic organizations, private foundations, and civil society organizations</p>	<p>Areas of Interests</p> <p>- Attend various trainings - Implement acquired competencies, skills, and tools in daily activities - Involve in alumni impact assessment</p>	<p>Level of Involvement</p> <p>Medium, participation in trainings or research activities and use of tools will contribute to the achievement of planned results</p>	<p>Influence on the Strategic Framework</p> <p>Medium, participation and use of tools will contribute to the achievement of planned results</p>	<p>Participation/Engagement Strategy</p> <p>- Apply to various calls for trainings - Effectively participate in trainings when selected - Implement tools, skills, and competencies acquired - IDEP to establish impact assessment mechanism using various communication channel - IDEP to organize regular survey</p>
<p>Academia and higher education and training institutions</p>	<p>- Partner in joint training and research activities</p>	<p>Medium, will contribute to effective implementation by sharing course content and co-hosting training and research activities</p>	<p>Medium, will have influence on area of collaboration</p>	<p>- Establish partnership - Share course content - Organize joint course and joint research - IDEP to promote more partnerships with academia and higher education institutions</p>
Category 3				
<p>Others</p>	<p>-</p>	<p>-</p>	<p>-</p>	<p>-</p>





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