



African Institute for
Economic Development
and Planning



Session of the IDEP Governing Council

**Report of IDEP's Technical Advisory
Committee (TAC) Meeting 2025**

IDEP/GC60/2025/info1.2



Report of IDEP's Technical Advisory Committee (TAC) Meeting

February 5 - 7 Dakar, Senegal

1. INTRODUCTION	2
2. OPENING REMARKS	3
3. AGENDA OF THE RETREAT	4
4. PRESENTATION OF THE DRAFT STRATEGIC FRAMEWORK	5
5. IDEP STRATEGIC PRIORITIES	7
6. IDEP SIGNATURE INTERVENTIONS AND CATALOGUE OF COURSES 2025–2029	9
7. DELIVERY MODALITIES RESEARCH, KNOWLEDGE MANAGEMENT, MONITORING AND EVALUATION	12
8. FUNDING, PARTNERSHIPS & RISK MANAGEMENT	15
9. SUMMARY OF KEY TAKE-AWAYS, NEXT STEPS AND FOLLOW-UP ACTIONS	19

1. Introduction

The Technical Advisory Committee (TAC) meeting took place from 5th to 7th February 2025 in Dakar, Senegal. The purpose of the meeting was to bring TAC members, IDEP Staff, and ECA representatives together to present and discuss the Draft Strategic Framework for 2025–2029. The framework aligns with the African Union's Agenda 2063, the Sustainable Development Goals (SDGs) and the recommendations of the 56th session of the ECA Conference of African Ministers of Finance, Planning and Economic Development (COM), which took place in February 2024. The framework is also informed by the ECA's Integrated Capacity Development Programme (ICDP). The meeting's primary objective was to review, deliberate on, and finalise the IDEP Strategic Plan for 2025–2029. Specifically, the meeting aimed to:

1. Validating the mission and strategic orientations of the Institute.
2. Ensuring that IDEP's priorities are aligned with continental and global development frameworks.
3. Developing recommendations for the implementation and monitoring of the strategic plan.
4. Developing recommendations for IDEP's partnerships and funding strategies to enhance its impact across Africa.

2. Opening remarks

Ms Karima Ben Soltane, Director of IDEP, welcomed the TAC members and participants to the retreat. During her opening remarks, she emphasized the importance of integrating unforeseen components into Member States' development planning. She stressed the need to adopt a realistic and rigorously documented approach to identifying the needs of African Member States in order to develop country-specific strategies. For example, she proposed grouping countries according to their geographical features, such as least developed countries, middle-income countries, and coastal and landlocked countries. She also welcomed the recommendations made at the last TAC retreat in June 2024, which informed the development of the IDEP Strategic Framework 2025–2029 (SF 2025–2029). This document is to be presented at the upcoming Conference of Ministers of Finance, Planning and Economic Development of the United Nations Economic Commission for Africa. The results of this retreat's work should also be submitted to the upcoming IDEP Governing Council in 2025. Finally, Ms Karima Ben Soltane reiterated her expectations regarding the finalization of the SF, as the objective is to converge on a shared vision of its strategic aspect in order to significantly enhance ECA's visibility.

Mr Bakary Dosso, Chief of the IDEP Training and Research Division, presented the objectives of the retreat, which focused on reaching a consensus and finalizing the SF 2025–2029. He also presented the programme for the three-days retreat.

Mr Said Adejumobi, Director of the ECA's Strategic Planning, Oversight and Results Division, expressed his gratitude to IDEP for the invitation to the TAC retreat, which he considered to be particularly timely. He recalled the areas of focus identified at the recent ECA leadership retreat in Botswana that should be taken into account when finalizing the SF 2025–2029, namely:

1. Macroeconomic policies and development financing
2. Regional integration, economic diversification and sustainable industrialisation
3. Infrastructure development, including energy
4. Technology, innovation and connectivity
5. Climate action and food security

In addition to these priority themes, there are cross-cutting topics relating to data and statistics and social dimensions. Mr Adejumobi concluded his remarks by emphasizing the importance of aligning ECA strategies with the real needs of the continent. He also stressed the need for greater collaboration between regional and international stakeholders for the success of these initiatives.

3. Agenda of the Retreat

The adopted agenda for the meeting was as follows¹:

- Opening remarks
- Adoption of the work program of the meeting
- Presentation of the Draft Strategic Framework
- IDEP Strategic Priorities
- IDEP Signature Interventions and Catalogue of Courses 2025–2029
- Working groups on designing IDEP’s signature courses for the next strategy 2025-2029
- Delivery Modalities: Research, Knowledge Management, Monitoring and Evaluation
- Funding, Partnerships and Risk Management
- Other matters
- Closing remarks

¹ Refer to annex 2 for the detailed agenda of the meeting.

4. Presentation of the Draft Strategic Framework

Mr Gaston Gohou CEO of the DSI Institute and consultant for the Strategic Framework presented the draft version of the IDEP's SF 2025-2029. This presentation highlighted the main guidelines intended to direct the organization's future activities. Four key points were addressed: vision & mission; strategic directions for 2025-2029; implementation modalities and risk management.

Vision

IDEP's initial vision was formulated as follows: *'Accelerating the structural transformation of African countries and promoting inclusive, resilient and sustainable development through excellence in capacity development, supported by innovative research and knowledge management.'* The final version adopted during the retreat, uniting consensus was: *'Structurally transformed and prosperous Africa driven by its own skilled people.'*

Mission

Mission 1: *Team African Leaders and institutions in sustainable development decision-making, with a focus on middle and senior management.*

Mission 2: *Promoting research and knowledge sharing to address Africa's unique development challenges.*

Mission 3: *Foster strategic collaboration and partnership on capacity building for Africa's socio-economic development* (Mission 3 was reworded to avoid redundancy with the vision).

Strategic directions for 2025-2029

1. Macroeconomic management, development planning and financing.
2. Regional integration, diversification and industrialisation.
3. Inclusive social development.
4. Natural resource management and climate issues.
5. Infrastructure Development.
6. Innovation and digital transformation.

Observation: Adjustments were proposed, including the merging and reformulation of certain sub-items to ensure their consistency with the strategic document

Implementation Modalities

The consultant presented the implementation axes of the strategic framework, where particular attention was paid to resource mobilization, key priority to ensure the financial viability of IDEP. The axes:

- Integrated Capacity Development Programme
- Policy Research and Advocacy
- Knowledge Management
- Partnerships and Collaborations

- Resource Mobilisation Strategy
- Monitoring and Evaluation

Risk Management

Effective risk management is essential for the success of the strategic framework. However, the recommendations discussed focused on improving this section of the SF 2025–2029 by clearly distinguishing between risks and recommendations.

Recommendations

Alignment with ECA areas of focus: better alignment of the strategic directions of IDEP with those of the ECA.

Theory of Change: (1) To translate the Theory of Change into French as presented in the English version; (2) To adopt a scenario-based approach to define the specific conditions, actions and outcomes for different African member states.

Implementation modalities: The recommendations focused on clarifying the implementation modalities of IDEP with regard to the levers supporting the SF 2025–2029, namely training, research, and knowledge management. The remaining elements, such as partnerships, resource mobilisation and monitoring and evaluation, were considered levers for implementing the strategy. framework.

5. IDEP Strategic Priorities

Ms Karima Ben Soltane presented the ICDP Strategic Priorities, which are aligned with the ECA's Integrated Capacity Development Programme (ICDP). She emphasized that the ICDP presented an opportunity to establish the ECA as a single-entry point and a one-stop shop for addressing the immediate and long-term training and capacity development needs of Member States. She recommended integrating other key areas into capacity development activities, such as artificial intelligence, and conducting broad research and analysis in areas such as trade, illicit financial flows, gender, governance, and ICT. She also recommended placing an emphasis on the theory of change and innovation to tackle developmental challenges.

Key components of the ICDP:

Capacity Development	Designing trainings according to a clustering of countries with common needs, e.g., on climate and environmental issues for middle-income, least developed, landlocked countries. The curriculum would vary from introductory to advanced levels, with varying certifications.
Internal Collaboration:	Enhancing synergy within ECA to streamline efforts and resources.
External Collaboration:	Fostering partnerships with external stakeholders to strengthen knowledge transfer and regional integration.

Strategic Benefits of the ICDP

For Member States: to facilitate evidence-based decision-making; to address pressing national demands; to promote economic transformation and regional integration.

For ECA: to position ECA as an operational leader in development planning, within a strategic alignment with Agendas 20230 and 2063.

IDEP's Role in Capacity Development

- ✓ Connecting with the academic sector for economic development.
- ✓ Raising awareness on fintech, planning, and economic growth.
- ✓ Enhancing monitoring and evaluation through data-driven insights.
- ✓ Applying behavioural science and integrated risk assessment methodologies.
- ✓ Improving the quality and relevance of tailored capacity development programmes.

Challenges

Financial Constraints: Outstanding arrears from Member States hinder operations. Political sensitivities complexify enforcement measures.

Workforce Capacity: Overburdened staff due to resource limitations.

Discussion

The presentation was commended for its strategic alignment and objectives, with clear recognition of the added value of the ICPD. There was also general appreciation for considering the gender and sustainability dimensions as cross-cutting issues. There was a clear consensus on the importance of strengthening an integrated capacity development to meet the evolving needs of Member-States. The discussions provided valuable insights to inform future strategies, ensuring an alignment with the ECA's mission and the broader objectives of sustainable development.

Recommendations

Conceptual matters

- ✓ A more comprehensive course approach linking policy to implementation was recommended.
- ✓ To incorporate AI and scenario planning tools for member states

Financial matters

- ✓ To withdraw voting rights from defaulting member states.
- ✓ Introduction of differential pricing models based on arrears status.
- ✓ More effective modalities to collect outstanding arrears.
- ✓ Inquiry on costs related to logistics and course delivery

6. IDEP Signature Interventions and Catalogue of Courses 2025–2029

The Technical Advisory Committee (TAC) was divided into three groups to deliberate on the signature courses for IDEP, based on six key clusters:

- Integrated Development Planning and Financing
- Regional Integration and Industrialisation
- Inclusive Social Development
- Natural Resources Management, Climate Issues, and Environmental Dimensions
- Infrastructure Development Innovation
- Digital Transformation

Working Session

Team	Thematic Area	Key Courses Identified	Recommendations
1	Integrated Development Planning and Financing & Regional Integration and Industrialization	Artificial Intelligence (AI); Statistics Economic Governance and Strategic Planning; Mobilization of National Resources; Integrated Financing and Reporting Tools (IFRT)	To integrate Strategic Planning with Industrialization as an end-to-end module. To rename "Industrial Policy and Implementation" to "Industrial Economy" for clarity. Emphasize the element of structural transformation with a focus on Trade and AfCFTA. To adopt an interconnected course structure to reflect process flows. To develop courses on Regional and Global Value Chains with an integrated approach. To introduce Innovative Financing Mechanisms focusing on Domestic Resource Mobilization.
2	Inclusive Social Development & Natural Resources Management, Climate Issues, and	Gender-Sensitive Management Women and Youth in Agriculture	To merge related courses for coherence (e.g., Sustainable Agricultural Practices).

	<p>Environmental Dimensions</p>	<p>Social Entrepreneurship for Women and Youth</p> <p>Social Policy and Protection Migration Management</p> <p>Natural Resource Efficiency and Capital Climate Action and Funding Sustainable Agricultural Practices</p>	<p>To enhance courses with practical experiences and case studies.</p> <p>To focus on Environmental and Social Impact Analysis.</p> <p>To reframe Diversity and Social Risk courses for clarity.</p> <p>To incorporate Multidimensional Poverty into Social Inequality modules.</p> <p>To develop courses on Modern Migration Policy Models.</p> <p>To highlight Sustainable Waste Management in line with SDGs.</p>
3	<p>Infrastructure Development & Innovation and Digital Transformation</p>	<p>Sustainable (Green) Infrastructure Energy Policies and Implementation</p> <p>Economy of Transportation and Logistics Climate-</p> <p>Resilient Infrastructure Smart City Planning</p> <p>Financing for Green Energy Political Economy of</p> <p>Innovation AI and Digital Transformation Leadership</p>	<p>To reformulate sub-cluster courses for clarity and relevance.</p> <p>To integrate Data Governance and Security into Innovation modules.</p> <p>To embed Digital Transformation policies within broader development frameworks. i.e "Digital Transformation and Public Policies" to "Digital Integration in Public Policies."</p> <p>To remove redundant courses to streamline the catalogue.</p>

Recommendations

Signature courses should reflect IDEP's unique value proposition and align with the strategic needs of member states.

Priority should be given to courses that foster regional collaboration, sustainable development and digital transformation.

Courses will be continuously reviewed to ensure relevance and impact.

The catalogue of courses for 2025–2029 aims to establish IDEP as a leading institution in capacity development, addressing emerging challenges and opportunities across the African continent.

Not all courses will be signature courses, as the team, in conjunction with the consultant, will conduct a strategic review of the courses before final approval.

Courses will be renamed to attract prospective clients or member-states and encourage maximum participation.

Finalization Working Session

Team	Thematic Area	Recommendations
1	Integrated Development Planning and Financing & Regional Integration and Industrialisation	<p>Spatial Planning Courses: Clarification of the term in French.</p> <p>Sustainable Development Financing: Proposal to add a course on innovative financing (strong need for member states).</p> <p>Extension of the module on domestic resource mobilization (DRM).</p>
2	Inclusive Social Development & Natural Resources Management, Climate Issues, and Environmental Dimensions	<p>Removal or reformulation of courses outside the mandate or already offered by other institutions.</p> <p>Generic titles to be specified during implementation.</p> <p>Focus on carbon markets (aligned with ECA's vision).</p> <p>Add "Social" before "Environmental" in certain formulations.</p> <p>Reorganization of clusters to align with strategic orientations.</p>
3	Infrastructure Development & Innovation and Digital Transformation	<p>Digital Transformation: Cross-cutting integration (responsibility of IDEP).</p> <p>Energy Policy: Proposal to link this theme to the "Natural Resources" cluster through a specific module.</p>

7. Delivery modalities Research, Knowledge Management, Monitoring and Evaluation

Ms. Flavia Domingas Mendes Ba, Research Officer, **Mr. Antonin Diouf**, Chief of the Library and **Mr. Mamadou Cissé**, Training Officer presented the three delivery modalities of the SF 2025-2029: Research, Knowledge Management, Monitoring and Evaluation. The presentation emphasized aspects related to impactful policy formulation by generating high-quality, evidence-based research; it presented IDEP as a knowledge hub, integrating research outputs and lessons into actionable tools for stakeholders; it highlighted aspects related to a robust monitoring and evaluation (M&E) framework to ensure accountability and continuous improvement.

Research

- ✓ IDEP's research programmes support its training initiatives and address the needs of policymakers. These programmes inform the content of the courses, adapting it to reflect evolving development agendas and establishing IDEP as a think tank for policy change.
- ✓ The programme is delivered through development seminars, policy dialogues, meetings with the Young Economists' Network and the annual regional conference, 'African Macroeconomic Day'. These events provide opportunities for exchange, training, and capacity building, focusing on member states.
- ✓ As part of the strategic plan for the next five years, initiatives are being taken to ensure that research is of a high quality and has a high impact, in order to better serve member states. Research services will work in synergy with the training section to strengthen the integrated capacity development approach. They will also be closely aligned with the ECA's approach to theory and practice.

Knowledge Management

The presentation on operational modalities for knowledge management focused on how to transform IDEP into a hub for disseminating ECA knowledge, in line with the 'School of Thought and Practice' framework. Main lines of action:

- ✓ To transform research, case studies and analyses into practical tools for decision-makers and practitioners in Member States;
- ✓ To ensure the relevance of the knowledge produced in the African context.

- ✓ To aligning research priorities with identified training and workshop needs.
- ✓ To contribute to Agenda 2063 and the SDGs.

Innovative practices

- Common Knowledge Centre, which will be set up within the United Nations House in Senegal and serve 33 other agencies.

- Micro-learning and gamification: short, interactive modules to improve engagement.

- Data analysis: use of AI to improve knowledge dissemination. Service delivery can be improved internally and externally by expanding bibliographies.

Monitoring and Evaluation

The presentation on the operational modalities of monitoring and evaluation emphasized the vital role of monitoring and evaluation in the operational framework for implementing IDEP programs. IDEP's monitoring and evaluation model encompasses several key elements designed to provide comprehensive oversight and feedback mechanisms, ensuring the effective execution of the strategic plan, under the following modalities:

- ✓ Real-time monitoring system based on digital dashboards generated from the interactive training and monitoring platform.
- ✓ Continuous updating of an alumni database linked to the digital platform and/or data import for those trained in person
- ✓ Discussion forums, evaluations immediately after the end of the courses; communities of practice

Tools for M&E:

- ✓ Data collection based on a questionnaire (supported by the Survey Monkey application)
- ✓ Involvement of stakeholders for participatory monitoring
- ✓ Evaluation of the short, medium- and long-term impact of the training activities
- ✓ Another aspect of the monitoring and evaluation system is the digital certification of training courses, which is

generated by a code, and the establishment of an IDEP alumni network.

- ✓ In terms of innovation, plans are in place to create a digital learning and impact centre that will use artificial intelligence for personalised learning, building on the development and adoption of mobile learning.

Discussion

- ✓ Research activities align with the ECA's school of thought and practice, particularly with regards to the use of artificial intelligence for contextual analysis of standard bibliographies.
- ✓ The close and ongoing relationship with the Member States enables upstream and downstream monitoring and evaluation through surveys, Member State needs assessment sessions, and curriculum development workshops. These tools enable the range of programmes to be broadened and the content to be enriched to better meet the needs of Member States
- ✓ As part of the move to the United Nations House in Diamniadio, the library's operations now focus on providing technological support. Another development is the knowledge management platform being created with ECA. This platform will enable ECA to build its institutional memory, including that of IDEP.

Recommendations

- ✓ To create a scientific journal similar to CEPAL's.
- ✓ To promote collaborative research with research centres and universities on the continent and beyond. This will involve identifying potential partners and forming strategic alliances. The IDEP website could then be linked to these institutions' partnership pages.

8 Funding, Partnerships & Risk Management

Ms. Salimata Cissé, Administrative Officer, and **Mr. Bakary Dosso**, Chief of the Training and Research Division presented the Funding, Partnerships & Risk Management components for the SF 2025-2029. The Funding and Partnerships component brought an emphasis on the financial challenges faced by IDEP and the strategies proposed to address them; the Risk Management component highlighted the potential risks, both internal and external, that could impact on the delivery of the SF 2025-2029

Funding & Partnerships

Challenges in Member Contributions

- ✓ IDEP, established in 1962, continues to face significant financial difficulties, primarily due to inconsistent contributions from member states. Out of 54 African member countries, only four are current with their financial obligations.
- ✓ The institution is burdened with an outstanding balance of approximately \$22 million. Several member states have never contributed financially since IDEP's inception.
- ✓ The primary source of IDEP's funding remains member-states' contributions, which are currently inadequate to sustain operations. To address this shortfall, IDEP is actively seeking to diversify its funding sources.

Strategic Partnerships for Financial Sustainability

- ✓ IDEP is pursuing both traditional partnerships (e.g., African Union, United Nations agencies) and non-traditional partnerships, particularly with the private sector. These partnerships are expected to provide alternative funding mechanisms and enhance institutional sustainability.

Innovative Financial Strategies (2025–2029 Strategic Plan)

- ✓ IDEP plans to adopt emerging technologies such as blockchain and mobile platforms to facilitate online fundraising (e.g., crowdfunding).
- ✓ A proposal has been made to establish an endowment fund, modeled after those used by major U.S. universities, to generate passive income through investment of donations.

Introduction of Course Fees

- ✓ A recommendation was made to introduce fees for IDEP courses, which are currently offered free of charge. This initiative aims to create an additional revenue stream and incentivize member states to regularize their contributions. It was proposed that financially compliant states sponsor course fees, while those in arrears must first settle outstanding debts.

Strengthening Internal Capacity

- ✓ The success of project implementation and fundraising efforts depends on the institution's internal expertise. A proposal was made to recruit a resource management expert to reassess IDEP's business model and develop actionable solutions to its financial challenges.

Conclusion and Strategic Imperatives

- ✓ IDEP must adopt creative and strategic approaches to overcome its financial constraints. Key priorities include forming innovative partnerships, diversifying funding sources, and enhancing internal competencies to secure the institution's future.

Risk Management

Financial Risk

- ✓ Recurring financial challenges continue to pose a significant threat to operational stability. These risks require ongoing monitoring and systematic assessment to ensure timely mitigation and informed decision-making.

Political Instability

- ✓ Political changes within member states have led to delays in project implementation. Regular risk assessments are recommended to anticipate disruptions and adapt project timelines accordingly.

Inadequate Stakeholder Engagement

- ✓ Limited engagement with key stakeholders has resulted in reduced commitment and resistance to policy implementation. Strengthening alignment with national

agendas and establishing consistent feedback mechanisms are advised to enhance collaboration.

Inadequate Business Continuity and Management

- ✓ Service disruptions may occur due to insufficient system readiness, particularly in the context of relocation activities. Proactive planning and contingency measures are essential to ensure uninterrupted service delivery.

Inadequate Change Management

- ✓ Resistance to organizational change, logistical challenges, and increased stress from long commutes have been identified as key concerns. Implementing transport solutions and robust change management strategies is critical to support staff and maintain productivity.

Delays in Staff Recruitment

- ✓ Recruitment delays have led to increased workloads and project setbacks. Streamlining hiring processes and ensuring alignment between job profiles and organizational needs are necessary to improve efficiency and reduce operational strain.

Discussion

- ✓ Numerous African institutions, despite being founded by multiple countries, face persistent issues with unpaid annual contributions. There is a need for a structured framework to improve collaboration and access to underutilized financial resources.
- ✓ Examples were provided on institutional success in building a relationship with the European Science Community, enabling access to relevant funding opportunities.
- ✓ It is important to undertake personalized commitments between institutional leaders, particularly at the ministerial level. The understanding of each country's specific needs is essential to presenting a compelling value proposition.
- ✓ On the risk management component, IDEP faces several operational risks that require ongoing attention. Technological competition necessitates continuous updates to maintain the relevance and competitiveness of IDEP's training modules. Additionally, energy and digital infrastructure must be adequately prepared to support uninterrupted course delivery. While relocation and recruitment risks are acknowledged, they are considered temporary and not directly linked to the strategic framework. Overall, it is anticipated that all identified risks—excluding financial concerns—will be minimal within the next two years.

Recommendations

Funding & Partnerships

- ✓ The possibility of establishing formal relationships with “funding pools” linked to training and research. These funds typically do not proactively seek institutions and require direct engagement with managing entities.
- ✓ IDEP can work on the possibility of inter-institutional collaboration to coordinate training and research activities based on each center’s specific expertise.
- ✓ IDEP can undertake a reassessment of current financing and operational models, which might be hindering access to external funding, adding the possibility of strengthening collaborative research efforts to improve eligibility for training-related funding.
- ✓ Generic letters are often ineffective due to high volumes of similar communications. One-on-one engagements might allow a better understanding of expectations and foster meaningful collaboration.

Risk Management

- ✓ It was recommended that a dedicated session on risk management should be incorporated into IDEP’s strategic framework, reflecting its growing importance. All risks, with the exception of financial risks, should be classified as minimal in future assessments. This approach will support proactive planning and ensure that IDEP remains resilient and responsive to both internal and external challenges.
- ✓ IDEP to regularly review and adapt its offerings to meet evolving institutional and market demands.

9. Summary of Key Take-Aways, Next Steps and Follow-Up Actions

Special appreciation was extended to the Technical Advisory Committee (TAC), partners, and contributors for their valuable input in shaping IDEP's strategic direction.

It was deliberated that the Executive summary should clearly reflect integrated capacity development efforts and strengthened partnerships. The summary should also address the ongoing technological advancements, positioning IDEP to support Africa's progress toward the SDG 2030 and Agenda 2063 goals. Additionally, it should include IDEP's goal to respond to global developments, particularly, the shifts in political climates and funding landscapes, demonstrating IDEP's adaptability to national demands. Key themes such as sustainable development, empowerment, and climate change initiatives should be incorporated

Signature courses must highlight IDEP's unique value proposition and align with the strategic priorities of member-states. Emphasis was placed on encouraging member-states to take ownership and actively participate in IDEP's initiatives.

A thorough situation analysis is required to ensure the strategic alignment at both regional and UNECA levels. Finally, it was recommended that a dedicated session on risk management should be included in the Strategic Framework.

Follow-up Actions

- ✓ The revised version of the strategic framework to be submitted by Dr. Gaston Gohou on 14 February 2025.
- ✓ IDEP team to undertake a comprehensive review and revision of the entire framework.
- ✓ The final report to be presented to the Conference of Ministers at a future date.
- ✓ Approval will be sought from the Governing Council following internal revisions
- ✓ Indicators and cost estimates for implementing the strategy will be developed and included.
- ✓ Strategic retreats will be organized to align the Strategic Framework with ECA's orientation and thematic priorities.

Annex 1: Attendance list

TAC Members, Experts and Guests

N°	NAME	FUNCTION	INSTITUTION	TEL	EMAIL
1	Mr. Jailson Da conceição TEIXEIRA DE OLIVEIRA	Economic and financial consultant liberal Former Director of the strategic planning, macroeconomic monitoring and statistics	Service Ministry of finance and planning- CABO VERDE	Tel: (+238) 583 72 85	Jailson.consultor@gmail.com
2	Prof. Barthélémy BIAO	Rector	African University for Cooperative Development (UADC)- BENIN	Tel : (+229) 9749 5197	barthbiao@gmail.com
3	Prof. Florence UPHIE CHINJE	Rector Emeritus	Gaoundéré University- CAMEROON	Tel : (+237) 675849245	chinjeuphie@yahoo.co.uk
4	Dr. Mallaye DOUZOUNET	Director of Economic Analysis	Ministry of the Economy and Development Planning- CHAD	Tel: (+235) 68223219	douzounetmallaye@yahoo.fr
5	Dr. Tumaini KATUNZI	Rector	Eastern Africa Statistical Training Centre (EASTC)- TANZANIA	Tel: (+255) 719076888	rector@eastc.ac.tz / Tumaini Katunzi < mujunio92@gmail.com >
6	Prof. Fatima ARIB	University Professor - Economist Founder President	University Cadi Ayyad – Marrakech- MOROCCO	Tel : (+212) 6 61 90 90 63	f.arib@uca.ma or fatima.arib@gmail.com
7	Prof. Youcef BENABDALLAH	Retired	Former Senior Advisor CNESE- ALGERIA	Tel: (+213) 554746384	ybenabdallah@yahoo.fr
8	Dr. Thomas BESTON MUNTHALI	Director General	National Planning Commission	Tel: (+265) 1 776 500	tmunthali@npc.mw

			(NPC) - MALAWI	Cel. +265 999803140 or +265 887184917 (WhatsApp)	
9	Pr. Sylvain BOKO	Economic Statistics	Africa Europe Foundation BENIN		syboko@gmail.com
10	Mr. Said ADEJUMOBI	Director SPORD	ECA ETHIOPIA	Tel: +251 930 076972	adejumobi@un.org
11	Prof. JEDLANE Nabil	Professor of Economics	ENCG Tanger - Université Abdelmalek Essâadi MAROC	(+212) 6 69 80 70 76 / 6 61 45 13 39	njedlane@uae.ac.ma / nabil.jedlane@gmail.com
12	Dr Logoue Niansoit Gaston GOHOU	Consultant	DSI	Tel: +14182641970	ggohou@dsinstitute.org

IDEP Team

N°	NAME	FUNCTION
1	Ms. Karima BOUNEMRA BEN SOLTANE	Director
2	Mr. Bakary DOSSO	Head Training & Research Division
3	Ms. Salimata CISSE	Administrative Officer
4	Ms. Flavia BA	Research Officer
5	Ms. Mbathio SAMB	Assistant Research Officer
6	Mr. Antonin Benoit DIOUF	Head Librarian
7	Mr. Mamadou CISSE	Training Officer
8	Ms. Ndeye Marie FALL	Senior Finance and Budget Assistant

9	Ms. Pierrette ZAH LOU	Program Management Assistant
10	Ms. Zeynabou KANE	Assistant Training Officer
11	Mr. Aimé MBATKAM	Assistant Training Officer
12	Ms. Catherine LALYRE	Assistant Training Officer
13	Mr. Mamadou SY	Meeting Assistant
14	Mr. Mamadou DIAW	IT Assistant
15	Ms. Yacine CISSE	Communication Officer

Annex 2: TAC Meeting Agenda

Program IDEP TAC Meeting, 5 to 7 February 2025, Dakar, Senegal

Day 1: February 5, 2025	Theme: Setting the Stage for Strategic Deliberations
	Facilitator Day 1: Prof. Said Adejumobi, Director ECA/SPORD
09:00–09:30:	Registration
09:30–10:30: Opening Session	<ul style="list-style-type: none"> • Welcome Remarks: Karima Bounemra, IDEP Director • Address by: Deputy Executive Secretary, ECA • Objectives and Expected Outcomes of the Meeting
10:30 – 11:00	Coffee Break and Group Photo
11:00–13:00:	Presentation of the Draft Strategic Framework 2025-2029, Gohou Gaston, Consultant <ul style="list-style-type: none"> • Overview of Vision, Mission, Strategic Orientations, TOC • Highlights of Key Priorities • Q&A and Initial Feedback
13:00–14:00:	Lunch
14:00–15:00	Session 1: IDEP’s Strategic Priorities Presentation ECA Integrated Capacity Development Programme (ICDP), Karima Bounemra, Director IDEP <ul style="list-style-type: none"> • Discussion: Aligning the SF2025-2029 and ICDP implementation • Feedback and Recommendations
15:00–16:30	Breakout Session IDEP’s Signature interventions and Catalogue of Courses 2025-2029 Bakary Dosso, Head of Training and Research Division, IDEP
Day 2: February 6, 2025	Theme: Enhancing Implementation and Partnerships
	Facilitator Day 2: Prof. Fatima ARIB, Présidente fondatrice Université Cadi Ayyad, Marrakech
09:00–10:30	Session 2: Implementation Roadmap <ul style="list-style-type: none"> • Restitution of Breakout Session of Day 1
10:30–12:30	Session 3: Delivery modalities Flavia Domingas Mendes Ba, Antonin Diouf, Mamadou Cisse <ul style="list-style-type: none"> • Research, Knowledge Management, Monitoring and Evaluation

12:30–14:00:	Lunch
14:00–16:00	<p>Session 4: Funding and Partnerships, Salimata Cisse, Administrative Officer, IDEP</p> <ul style="list-style-type: none"> • Strengthening IDEP’s Financial Sustainability • Partnerships for Strategic Implementation <p>Feedback and Recommendations</p>
15:30-16:30	Session 5: Risk Management
Day 3: February 7, 2025	<p>Theme: Finalizing the Strategic Plan</p> <p>Facilitator Day 3: Dr. Thomas Chataghalala MUNTHALI, Director General National Planning Commission, Malawi</p>
09:00–10:30	<p>Session 5: Finalizing Recommendations</p> <ul style="list-style-type: none"> • Feedback on Final Adjustments
10:30–12:30	<p>Session 6: Validation of Strategic Plan 2025-2029</p> <ul style="list-style-type: none"> • TAC Consensus and Approval
12:30–14:00	Lunch
14:00–15:30 Closing Session	<ul style="list-style-type: none"> • Summary of Key Recommendations • Next Steps and Follow-Up Actions • Closing Remarks: Karima Bounemra, IDEP Director