African Institute for
Economic Development
and Planning



STRATEGIC FRAMEWORK 2026–2030

for a structurally transformed and prosperous Africa driven by its own skilled people

TABLE OF CONTENT

ACRONYMS iv
EXECUTIVE SUMMARY v

I. INTRODUCTION 1
II. SITUATION ANALYSIS 3
2.1. World Changing Environment 4
2.2. Africa Changing Environment 6
III. EVALUATION OF THE PREVIOUS STRATEGIC FRAMEWORK 7
3.1. Achievements of IDEP 8
3.2. Lessons from the Strategic Framework 2019–2023 9
3.3. Value Proposition 10
IV. VISION AND MISSION 13
V. STRATEGIC FOCUS 15
5.1. Strategic Focus 1 – Macroeconomic management, Integrated Development Planning & Financing 16
5.2. Strategic Focus 2 – Fostered Regional Integration, Trade, Diversification and Industrialization 18
5.3. Strategic Focus 3 – Promoted Inclusive Social Gains 20
5.4. Strategic Focus 4 – Enhanced Sustainable Use of Natural Resources Management, Climate-Related Issues and Environmental Dimension 22
5.5. Strategic Focus 5 – Accelerated Infrastructure Development 24
5.6. Strategic Focus 6 – Enhanced Innovation & Digital Transformation 26
VI. THEORY OF CHANGE 29
VII. DELIVERY MODALITIES 35
7.1. Integrated Capacity Development 36
7.2. Policy Research and Advocacy 37
7.3. Knowledge Management and Technological Innovation 38
7.4. Partnerships and Collaborations 39
7.5. Workforce to Implement the Strategic Framework 40
7.6. Communication 40
VIII. RESOURCE MOBILIZATION 41
8.1. Resource Mobilization Strategy Plan 42
8.2. Recommendations for the Implementation of the Strategic Plan 42
IX. MONITORING AND EVALUATION 45
9.1. Monitoring 46
9.2. Evaluation 46
9.3. Reporting System 47
X. RISK MANAGEMENT 49

CONCLUSION 57
ANNEXES 59

List of Tables

Table 1: SWOT Analysis 12
Table 2: IDEP SF's Alignment with SDGs and the 2TYIP of Agenda 2063 28
Table 3: IDEP's Theory of Change 32
Table 4: IDEP Risk Assessment 53

List of Annexes

Annex 1: Methodology to Design the Theory of Change 60
Annex 2: Overview of IDEP Catalogue of Signature Courses 2026–2030 61
Annex 3: Key Performance Indicators 62
Annex 4: Stakeholders Analysis and Mapping 64
Annex 5: Budget for the Implementation of the Strategic Framework 69

Acronyms

AU	African Union
ECA	Economic Commission for Africa
ECOWAS	Economic Community of West African States
FDI	Foreign Direct Investment
IMF	International Monetary Fund
IsDB	Islamic Development Bank
UNDP	United Nations Development Programme
WHO	World Health Organization

EXECUTIVE SUMMARY

The African Institute for Economic Development and Planning (IDEP) Strategic Framework 2026-2030 outlines a comprehensive plan to support African countries in achieving sustainable and inclusive economic growth. Established in 1962, the African Institute for Economic Development and Planning's mandate focuses on building capacities in public sector management, supporting the African Union's Agenda 2063 and the United Nations Sustainable Development Goals. This new framework builds on the successes and lessons of the 2019- 2023 period and addresses current challenges such as climate change, geopolitical considerations tensions, and post-pandemic recovery. This Strategic Framework demonstrates the African Institute for Economic Development and Planning's readiness to adapt and lead, underscoring its commitment to being fit for purpose in addressing Africa's evolving development needs.

Situation Analysis

This section examines Africa's evolving development landscape and the African Institute for Economic Development and Planning's strategic responses to the continent's challenges and opportunities. It is divided into four main parts.

World changing environment. The world is undergoing rapid and profound transformations driven by geopolitical tensions, climate change, demographic shifts, urbanization, and the lasting impacts of the COVID-19 pandemic. These interconnected forces are reshaping global economies, altering international relations, and influencing the sustainability of human development. The war in Ukraine and the evolving role of the United States in global politics are redefining economic alliances and security frameworks. Climate change continues to pose existential threats, with rising temperatures and extreme weather events demanding urgent mitigation efforts. The post-pandemic world is navigating economic recovery, digital acceleration, and public health challenges. Meanwhile, urbanization is expanding at an unprecedented rate, creating both opportunities and vulnerabilities for societies. Demographic shifts, particularly aging populations in developed countries and youth surges in emerging economies, present complex economic and social dynamics.

Africa's Changing Environment. Africa is undergoing rapid demographic and structural shifts, with its population projected to reach 2.5 billion by 2050. Urbanization is accelerating, leading to increased pressure on infrastructure, social services, and economic opportunities. Climate change further complicates development, with recurring natural disasters such as droughts and floods. Global challenges, including inflation, food insecurity, and geopolitical tensions (such as the Russia-Ukraine conflict and United States-China trade dynamics), create economic volatility. To address these issues, Africa must invest in institutional and human capacity, particularly in green energy, climate-smart food systems, and resilient infrastructure. Effective governance and policy planning are essential to capitalize on these demographic and economic shifts while mitigating risks associated with instability and environmental degradation.

Evaluation of the Previous Strategic Framework

Achievements of the African Institute for Economic Development and Planning. Despite facing financial constraints and staffing shortages, IDEP made substantial progress from 2019 to 2023. It successfully transitioned to e-learning, surpassing its targets by training over 2,000 officials across 52 countries.

The training covered diverse topics such as macroeconomic modeling, gender equality, and policy evaluation. The African Institute for Economic Development and Planning also strengthened partnerships with international organizations like the World Bank and United Nations agencies, hosted policy dialogues, and launched initiatives like the Young Economists Network.

The institute's research contributed to high-level decision-making and informed policy reforms. However, financial and human resource constraints limited the full realization of its potential, highlighting the need for sustainable funding and expanded capacity.

Transition to e–learning successfully surpasses its targets by over
2,000
officials



across
52
countries

Lessons from the 2019–2023 Strategic Framework. An independent evaluation of the African Institute for Economic Development and Planning's previous strategic framework identified key lessons for improvement. First, IDEP needs to enhance its institutional visibility and engagement with stakeholders to ensure its programs align with regional and national needs. Financial stability remains a challenge, necessitating diversification of funding sources, including fee-based courses. The African Institute for Economic Development and Planning should also foster its research and knowledge functions, for greater effectiveness. Additionally, conducting midterm reviews and strategic retreats can help maintain relevance and adaptability. Strengthening partnerships with the private sector and integrating gender-focused programs were also identified as critical for sustainability and long-term impact.

Strengths–Weaknesses–Opportunities–Threat Analysis. The African Institute for Economic Development and Planning's strengths include its strong United Nations mandate, six decades of expertise, and alignment with regional and global development agendas like the Sustainable Development Goals and Agenda 2063. Its multilingual training capacity and established partnerships enhance its credibility. However, weaknesses such as limited financial resources, online training infrastructure, and human resource hinder its efficiency. Opportunities exist in leveraging digital technologies, engaging the African diaspora, and aligning with regional integration initiatives like the African Continental Free Trade Area. However, financial instability, competition from other institutions, political unrest, and evolving training demands pose significant threats. Addressing these factors is crucial for IDEP to maintain its role as a leading capacity-building institution in Africa.



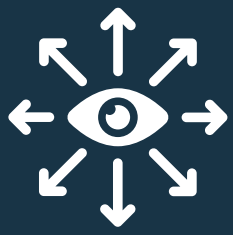
VISION STATEMENT

Structurally transformed and prosperous Africa driven by its own skilled people.

Mission

This vision demonstrates the African Institute for Economic Development and Planning's dedication to achieve, with excellence, efficiency, and a client-focused approach, the following missions:

1. Equip African leaders, mid-career and senior officials, and institutions with the skills and knowledge for effective policymaking and sustainable development.
2. Advance innovative research and knowledge-sharing to address Africa's unique development challenges.
3. Foster strategic collaboration and partnerships on capacity building for Africa's development.



Key Strategic Focus

The Strategic focus section outlines a forward-looking framework aligned with global and regional goals, specifically the Sustainable Development Goals and the African Union's Agenda 2063.

This alignment ensures that the African Institute for Economic Development and Planning's initiatives are both globally relevant and locally impactful.

STRATEGIC FOCUS 1:

Macroeconomic management, Integrated Development Planning & Financing

Integrated Development Planning. The African Institute for Economic Development and Planning emphasizes strengthening integrated development planning to promote economic stability and sustainable growth. This approach addresses economic, social, environmental, and spatial dimensions cohesively, breaking down silos between sectors. Integrated planning aligns national strategies with global frameworks like the Sustainable Development Goals and Africa's Agenda 2063, fostering collaboration and equipping policymakers with tools to design adaptive and inclusive policies. By training a new generation of development planners and leveraging data and resource management, this strategy paves the way for equity, sustainability, and inclusive growth.

Development Financing. Development financing tackles challenges such as limited resource mobilization, inefficient debt management, and illicit financial flows. IDEP promotes innovative solutions like green finance, FinTech, and de-risking investments to attract private capital and strengthen fiscal stability. These measures enhance governance and enable sustainable funding for long-term development objectives.

Sustainable Financing. The African Institute for Economic Development and Planning highlights the importance of sustainable financing through improved tax collection, public-private partnerships, and tools like green bonds. Strengthening financial sectors and reducing unsustainable debt ensures fiscal balance, supports businesses, and enables governments to implement macroeconomic policies effectively. Together, these strategies foster resilient economies, inclusive growth, and sustainable development across African nations.

STRATEGIC FOCUS 2:

Fostered Regional Integration, Trade, Diversification and Industrialization

Regional Integration. The African Institute for Economic Development and Planning emphasizes regional integration as a key driver of sustainable growth, supporting frameworks like the African Continental Free Trade Area. By reducing trade barriers, improving infrastructure connectivity, and harmonizing regulations, African nations can enhance intra-African trade, reduce dependence on external markets, and increase resilience to economic shocks. Regional integration fosters larger, efficient markets, attracts foreign investment, and supports resource allocation. It also promotes peace, security, and political stability through collaboration between neighboring countries.

Diversification. Reducing Africa's reliance on commodity exports is crucial for economic stability and poverty reduction. The African Institute for Economic Development and Planning supports policies that promote diversified economies through investment in manufacturing, technology, services, and small and medium-sized enterprises. Diversification enhances fiscal stability, creates jobs, and reduces vulnerability to global shocks.

Industrialization. Industrialization transforms raw materials into value-added products, creating jobs, increasing exports, and fostering innovation. The African Institute for Economic Development and Planning supports industrial policy training, technology adoption, and public-private partnerships to build infrastructure and develop regional value chains. These efforts promote sustainable, competitive economies.

STRATEGIC FOCUS 3:

Promoted Inclusive Social Gains

Equitable Development. The African Institute for Economic Development and Planning focuses on policies that address inequality, promote social protection, gender equality, and youth empowerment. Inclusive development reduces poverty and fosters long-term sustainability by ensuring marginalized groups benefit from economic progress. This approach ensures equal access to opportunities, resources, and services, enabling all citizens to participate in and benefit from development.

Empowering Women and Youth. Women and youth represent a large portion of Africa's population but face barriers to economic participation. The African Institute for Economic Development and Planning supports policies promoting workforce inclusion, entrepreneurship, and equal access to education. Empowering these groups drives economic growth and fosters innovative, inclusive societies.

Social Protection Systems. Robust social protection systems are crucial for safeguarding vulnerable populations against economic shocks and poverty. The African Institute for Economic Development and Planning supports governments in designing effective social protection systems to enhance mitigation, resilience, stability, and equity.

Fostering Social Cohesion. Inclusive policies promote social integration, bridge urban-rural divides, and reduce regional disparities. The African Institute for Economic Development and Planning supports community engagement and ensures development benefits all regions, fostering stable and equitable societies.

STRATEGIC FOCUS 4:

Enhanced Sustainable Use of Natural Resources Management, Climate-Related Issues and Environmental Dimension

Sustainable Use of Natural Resources. Africa's abundant resources, including minerals, forests, and water, are critical for growth but are often exploited unsustainably. The African Institute for Economic Development and Planning promotes policies to balance resource use with environmental protection, empowering communities with sustainable practices like eco-friendly agriculture and forestry. This ensures long-term benefits without depleting resources or harming ecosystems.

Addressing Climate–Related Challenges. Africa's vulnerability to climate change impacts such as droughts and floods requires urgent action. African Institute for Economic Development and Planning focuses on capacity building for climate adaptation and mitigation, including climate-resilient infrastructure, renewable energy, and forest conservation. Accessing international climate finance and integrating these strategies into national plans strengthens resilience.

Integrating Environmental Dimensions. The African Institute for Economic Development and Planning emphasizes embedding environmental considerations into development planning, advocating for green and blue economy initiatives. Policies promoting green jobs, clean energy, and carbon trading foster ecological sustainability.

Ecological Balance and Sustainable Development. Sustainable growth must prioritize environmental health. The African Institute for Economic Development and Planning supports green growth practices like renewable energy, circular economies, and eco-tourism, ensuring economic progress benefits all generations equitably.

STRATEGIC FOCUS 5:

Accelerated Infrastructure Development

Enhancing Connectivity. Infrastructure development enhances connectivity within and between African nations, crucial for trade and integration. The African Institute for Economic Development and Planning emphasizes developing cross-border transport networks, including roads, railways, and ports, to reduce logistical costs and foster regional cooperation. Expanding digital infrastructure, such as broadband internet, ensures rural and underserved areas participate in the digital economy, promoting innovation and access to services like healthcare and education.

Supporting Economic Growth. Robust infrastructure underpins economic growth by supporting industrialization, agriculture, and services. The African Institute for Economic Development and Planning promotes public-private partnerships to address funding gaps, leveraging private sector expertise for efficient project delivery. Investments in energy, transport, and telecommunications attract foreign investment, create jobs, and facilitate economic diversification.

Improving Quality of Life. Infrastructure development improves access to clean water, electricity, healthcare, and education, enhancing living standards. The African Institute for Economic Development and Planning advocates inclusive planning to ensure infrastructure benefits marginalized communities. Investments in renewable energy

STRATEGIC FOCUS 6:

Enhanced Innovation & Digital Transformation

Enhancing Economic Competitiveness through Innovation. Innovation drives economic growth by fostering new industries, improving productivity, and enabling technological advancements. The African Institute for Economic Development and Planning promotes policies that support research and development, technology adoption, and innovation ecosystems, including tech incubators and startups. FinTech solutions, such as mobile banking and digital payment systems, enhance financial inclusion and empower underserved populations, supporting small and medium enterprises and economic resilience.

Improving Public Service Delivery through Digital Transformation. Digital technologies streamline public service delivery, making it more efficient and transparent. The African Institute for Economic Development and Planning advocates e-government platforms to digitize processes like tax payments and social services, improving accessibility and reducing corruption. Digital advancements in healthcare (telemedicine) and education (elearning) further enhance human development outcomes, particularly in remote areas.

Bridging the Digital Divide. Addressing disparities in digital access, particularly for rural, marginalized, and underserved groups, is vital. The African Institute for Economic Development and Planning supports policies expanding broadband infrastructure, enhancing affordability, and improving digital literacy. This ensures inclusive participation in the digital economy.

THEORY OF CHANGE

The African Institute for Economic Development and Planning's Theory of Change links strategic inputs, outputs, and outcomes to ensure that capacity-building interventions effectively lead to strengthened economic development across Africa. By focusing on training, research, and collaboration, IDEP aims to enable long-term resilience, sustainability, and inclusiveness in African economies.



Purpose and Approach. The Theory of Change acts as a bridge, explaining how IDEP Strategic focus will translate into actionable results. It serves to clarify the pathway from interventions to the achievement of longterm goals in capacity building, economic governance, and sustainable development.

Contextual Issues. Africa faces significant challenges such as economic instability, inadequate governance, gender inequality, climate challenges, and weak public institutions. These challenges necessitate robust capacity building within the public sector to enable effective responses to developmental hurdles.

Inputs: The main inputs of IDEP include financial resources (grants, trust funds, etc.) and the Integrated Capacity Development approach. In addition, technological and human resources are also key inputs that IDEP will need. Technology resources include among other things all infrastructure for e-learning while human resources imply more staff to deliver IDEP interventions.

Outputs: The primary outputs delivered by IDEP include its signature courses, technical assistance programs, and knowledge creation activities. Each of these outputs serves to support the broader goal of fostering sustainable and inclusive development across the continent.

Outcomes: Outcomes are the direct change of behavior or system of the beneficiaries following the delivery of the above outputs. These changes are expected in the following areas of the human and institutional capacity building system. Thus, the expected outcomes of IDEP intervention include: (i) Enhanced skills of professional planners and policymakers; (ii) Enhanced public institutions; (iii) Broadened involvement from regional and national institutions; (iv) Enhanced generation of regional and national assessments.

Impact. The ultimate impact of IDEP is the strengthening of inclusive, sustainable, and resilient economic development for African countries. Inclusion is a central tenet of IDEP approach, with a commitment to fostering economic development that benefits all segments of society, including marginalized groups such as women, youth, and people with disabilities. Sustainability in IDEP impact focuses on creating economic systems that are environmentally sound, promoting the integration of climate change considerations into national development plans. Resilience, another critical dimension, addresses the capacity of African countries to withstand and recover from economic shocks, crises, and global disruptions.

DELIVERY MODALITIES

The African Institute for Economic Development and Planning Delivery Modalities define how it operationalizes its mission to strengthen capacity-building, policy research, and knowledge management across Africa. These approaches ensure effective implementation, sustainability, and impact of IDEP strategic initiatives. It focuses on four key modalities:

Integrated Capacity Development. The Integrated Capacity Development approach aligns with ECA's "One ECA" strategy, providing structured, demand-driven training programs for African policymakers. It consolidates IDEP expertise in economic planning, development financing, and structural transformation, ensuring policymakers gain practical skills for policy design and implementation. ECA's School of Thought and Practice will foster a knowledge-sharing environment where policymakers can apply theory-driven and evidence-based solutions to real-world challenges. The Integrated Capacity Development framework will integrate gender equality, environmental sustainability, and digital transformation, ensuring a comprehensive, results-based approach. Through collaborations with universities, think tanks, and international organizations, IDEP will provide certified training programs with structured learning pathways. By leveraging blended learning models (elearning and in-person training), Integrated Capacity Development will enhance accessibility and ensure sustainable, long-term skill development for African policymakers and institutions.

Policy Research and Advocacy. African Institute for Economic Development and Planning policy research and advocacy efforts will focus on producing high-quality, evidence-based research to support policymaking across Africa. It will develop policy briefs, working papers, and research reports that provide actionable insights into key development challenges. Through high-level policy dialogues and stakeholder engagements, IDEP will ensure that its research is both accessible and relevant to decision-makers. The research agenda will cover macroeconomic management, regional integration, gender equality, and digital transformation, ensuring alignment with Africa's development priorities. African Institute for Economic Development and Planning will also promote cross-sector collaboration by working with regional organizations, governments, and academia, facilitating knowledge exchange and best-practice dissemination. By leveraging data analytics, AI-driven insights, and participatory research methodologies, IDEP will ensure that its findings contribute to transformative policy reforms and sustainable development strategies across the continent.



Knowledge Management and Technological Innovation. As a knowledge hub, IDEP will integrate research insights into practical, accessible learning resources, bridging the gap between research and policy implementation. Its Knowledge Management strategy focuses on curating, storing, and disseminating development-related data, ensuring policymakers access up-to-date information for decision-making. African Institute for Economic Development and Planning will employ e-learning platforms, AI-driven analytics, and mobile learning applications to enhance knowledge dissemination. The institute will also foster policy networks and communities of practice, encouraging policymakers to share experiences and best practices. To support continuous learning, IDEP will develop interactive digital resources, online discussion forums, and thematic knowledge repositories. By partnering with universities, think tanks, and technology providers, IDEP will ensure its training and research outputs remain relevant, innovative, and accessible to policymakers across Africa.

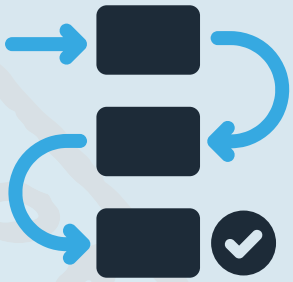
Partnership and Collaboration. Strategic partnerships are central to the African Institute for Economic Development and Planning's capacity-building and policy advocacy efforts. The institute will work closely with regional and international organizations, such as the African Union (AU), United Nations agencies, development banks, and private sector actors, to expand its reach and impact. These collaborations will facilitate joint research, co-funded training programs, and cross-institutional knowledge exchange. African Institute for Economic Development and Planning will also engage with civil society, philanthropic organizations, and academic institutions, ensuring broad stakeholder involvement in Africa's development agenda. Strengthening publicprivate partnerships will allow IDEP to mobilize resources, leverage technical expertise, and enhance the sustainability of its programs. By fostering regional collaboration and institutional linkages, IDEP will maximize its influence and strengthen its role as Africa's leading capacity-building institution for economic development and policymaking.

RESOURCE MOBILIZATION

IDEP's Resource Mobilization Strategy ensures financial sustainability by diversifying funding sources and enhancing partnerships. The approach focuses on securing long-term, predictable funding to support capacitybuilding, policy research, and knowledge dissemination across Africa.

Resource Mobilization Strategy Plan. To effectively implement its Strategic Framework 2026-2030, IDEP is expanding its resource mobilization efforts by engaging with governments, international donors, private sector entities, and development partners. The institute will aim to reduce dependency on traditional funding sources by leveraging multi-stakeholder collaborations, public-private partnerships and innovative financing mechanisms such as impact investments and blended finance. African Institute for Economic Development and Planning will also seek to enhance proposal development for targeted funding, aligning programs with donor priorities while maintaining strategic autonomy. By adopting a comprehensive fundraising approach, including partnerships with regional economic bodies and philanthropic foundations, IDEP will aim to secure sustainable funding that ensures continuous program implementation and institutional growth.

Private Sector Engagement. IDEP's goal is to engage the private sector as a strategic partner in capacity development. The approach to this engagement is structured around five pillars and begins with financing. It proposes premium, paid training modules, as well as co-financing mechanisms such as matching grants and corporate scholarships. These provide companies with visibility and shared ownership of impactful projects in terms of capacity development. In terms of strategic partnerships, IDEP aims at inviting private firms to codesign training content and participate in a Private Advisory Council. This ensures that programmes are aligned with market needs and a cost-effective delivery. In terms of skills development, IDEP plans to offer corporate mentorship, a 'Private Erasmus' internship model and sector-specific modules that will directly enhance workforce capabilities in areas such as public-private partnerships, corporate social responsibility and local content compliance. The innovation pillar introduces hackathons, innovation labs and an incubator to help companies identify talent, prototype solutions and support entrepreneurial ventures linked to capacity development. Finally, the training infrastructure will include a co-branded, multilingual e-learning platform — a digital hub combining IDEP micro-modules with partner case studies. This will be accessible offline to address connectivity constraints in Member States



Key benefits for the private sector include access to a pipeline of pre-trained talent, enhanced brand visibility through co-branded certifications, the ability to influence curriculum design to match evolving industry needs, and opportunities to co-invest in scalable, high-impact development initiatives. This partnership model strengthens corporate social responsibility efforts and positions companies as active contributors to sustainable development and economic transformation across the continent.

Recommendations for the Implementation of the Strategic Plan. IDEP outlines five key recommendations to strengthen financial sustainability:

i. Diversifying Funding Sources – Expanding financial partnerships with development banks, international donors, and regional institutions to secure multi-year commitments.

ii. Enhancing Private Sector Engagement – Increasing participation from corporations, industry associations, and impact investors to co-finance training and research programs.

iii. Implement fee-based courses – Offering high-quality, fee-based training programs that meet the needs of African governments, development practitioners, and other stakeholders, to generate revenue while expanding its reach.

iv. Establishing an IDEP Endowment Fund – Creating a permanent funding mechanism supported by philanthropic donations, alumni contributions, and institutional grants to ensure long-term financial security.

v. Increase Payment of Contributions by African Member States – Actively engaging African Member States to increase contributions by emphasizing the benefits of their support, offering incentive-based models for early payment, and providing flexible payment options to address financial challenges.

MONITORING AND EVALUATION

IDEP's Monitoring and Evaluation Framework ensures accountability, continuous improvement, and alignment with Africa's development priorities. The framework integrates real-time data tracking, participatory evaluation, and artificial intelligence-driven analytics to assess the effectiveness of capacity-building initiatives.



Monitoring. African Institute for Economic Development and Planning will employ a real-time monitoring system using digital dashboards and data analytics to track program implementation. Key Performance Indicators assess progress, ensuring programs align with strategic objectives. Tools such as SurveyMonkey and mobile-based feedback platforms allow stakeholders to provide input, enhancing transparency and adaptability. Advanced artificial intelligence-driven monitoring tools will personalize training experiences, ensuring courses meet participants' evolving needs. By integrating mobile learning solutions and artificial intelligence-powered impact assessments, IDEP ensures efficient tracking, performance measurement, and program optimization.

Evaluation. African Institute for Economic Development and Planning evaluation process uses both quantitative and qualitative methods, including surveys, interviews, and performance analytics, to measure program impact. The Annual Performance and Progress Review Mechanism provides structured assessments for IDEP Governing Council and Technical Advisory Committee. The framework will also support mid-term and end-of-cycle evaluations, ensuring continuous learning and adaptation. Secure digital certification systems validate training effectiveness, while an active alumni network fosters knowledge exchange and long-term engagement.

Reporting System. A multi-level reporting approach ensures structured communication with key stakeholders. Quarterly progress briefs will be shared with African ambassadors and policymakers, while annual institutional reports are presented to IDEP governing bodies. These reports ensure transparency, stakeholder alignment, and evidence-based decision-making. IDEP Digital Learning and Impact Hub aggregates training, research, and policy dialogue data, providing a centralized repository for tracking institutional progress.

RISK MANAGEMENT



IDEP has identified ten key risks that could impact the implementation of its strategic framework, requiring proactive mitigation strategies to ensure resilience and operational efficiency.

Funding Shortfalls: Budgetary constraints and unpredictable contributions from Member States limit the African Institute for Economic Development and Planning's ability to deliver programs. To address this, IDEP must diversify funding sources, engage private sector partners, secure grants, and implement a financial resilience framework.

Political Instability: Government changes, elections, and economic fluctuations can disrupt IDEP activities. Adaptive policy frameworks, continuous risk assessment, and stronger policy ownership among Member States will help mitigate these disruptions.

Insufficiency of human resources and uncertainty in staff retention: Limited funding and short-term contracts threaten the African Institute for Economic Development and Planning's ability to retain staff and sustain operations. A strategic Human Resource approach, streamlined recruitment, and external partnerships will help strengthen workforce stability.

Deterioration of the African Institute for Economic Development and Planning's reputation and credibility: The African Institute for Economic Development and Planning's reputation is challenged by weak engagement and ineffective communication. Strengthened stakeholder relations, improved program quality, and increased visibility will help restore trust and reinforce institutional relevance.

Business Continuity Risks: Relocation to a new office may disrupt essential services. A business continuity plan, clear communication with stakeholders, and pre-emptive system checks will ensure minimal operational disruption.

Change Management and Staff Adaptation: Office relocation may impact staff morale and productivity. Clear communication, logistical support, and employee assistance programs will facilitate adaptation.

E–Learning Infrastructure Modernization: Rapid technological advancements necessitate continuous updates to IDEP digital learning platforms. Strategic partnerships and regular assessments will ensure the platform remains competitive.

Artificial Intelligence Overuse: Excessive reliance on artificial intelligence could reduce human interaction and introduce biases. African Institute for Economic Development and Planning should balance AI integration with human-led learning approaches.

Competition from Other Institutions: To maintain its competitive edge, IDEP must offer specialized, Africafocused training and strengthen its accreditation partnerships.

Infrastructure Gaps: Limited internet access and power shortages in some regions may hinder digital learning. African Institute for Economic Development and Planning should provide offline learning materials and explore hybrid learning models.

By addressing these risks through financial resilience, stakeholder engagement, policy adaptability, and technological advancements, IDEP can ensure the successful implementation of its strategic framework.



I. INTRODUCTION



1. IDEP is a pan-African economic development and planning capacity building institute established in 1962 by the United Nations General Assembly. It became operational on November 21st, 1963. Its initial mandate was to accompany and support newly independent African countries in creating and strengthening economic management and development planning capacities in the public sector. In 2018, it undertook a strategic shift to focus on economic development stakeholders for the implementation of the United Nations 2030 Agenda for Sustainable Development and the African Union Agenda 2063.

IDEP became operational on

November 21st

1963

2. The Strategic Framework 2019-2023 was developed to implement this change in direction. After five years of implementation, the Strategic Framework was independently evaluated in 2023. Following the results of this evaluation, IDEP has undertaken the work to develop its new strategic plan 2026-2030 (Strategic Framework 2026-2030) based on the key agendas of the continent, the needs of Member States, the strategic directions of the ECA, development trends and United Nations reforms.

3. The present Strategic Framework for 2026-2030 has been developed by drawing on insights and lessons learned from diagnostics analysis of Africa's development challenges and opportunities, informed by 1st and 2nd ten-year implementation plan of Africa Union Agenda 2063, member States and Regional Economic Communities vision documents, Sustainable Development Goals implementation progress, United Nations reforms, and outcomes from the Summit of the Future. This process included extensive consultations with key stakeholders, such as the institution's governing council, partners, members of the ECA Senior Leadership Team, and the Technical Advisory Committee, as well as findings from the independent evaluation of the previous strategic plan. It also considers significant capacity development challenges that might impede the successful execution of national development plans.

4. This framework leverages the African Institute for Economic Development and Planning's institutional strengths, focusing on areas where it can make a substantial impact, such as youth employment, gender equality, digitalization, and data management, along with forming potential partnerships to enhance its implementation. A cornerstone of this evolution is IDEP portfolio of signature courses, specifically crafted to address contemporary development challenges faced by African nations. As African countries face a population that doubles every 25 years, there is a pressing need to swiftly advance their human and institutional capabilities to achieve the 2030 United Nations Sustainable Development Goals and the AU Agenda 2063. The African Institute for Economic Development and Planning's mission is rooted in fostering integrated work across training, research, and policy advocacy, ensuring a holistic approach to addressing Africa's development challenges.

5. The Strategic Framework has been formulated in response to a complex and rapidly evolving global environment, marked by heightened geopolitical tensions, disruptions in global supply chains, overlapping health, climate, and energy crises, as well as the sluggish post-COVID economic recovery in African countries and rising inflation. Despite these challenges, the Strategic Framework capitalizes on the continent's distinct advantages, including its youthful and dynamic population, accelerated urbanization, a growing middle class, abundant natural and strategic resources with significant potential for value addition and transformation, and the African Continental Free Trade Area, poised to serve as a key driver of growth and regional integration.

6. In alignment with our Vision and Mission, this Framework aspires to contribute to the achievement of transformative, inclusive, and sustainable development across the continent. It aims to harness human capital, strengthen institutional effectiveness, and maximize natural resources through the pursuit of an innovation-driven industrialization agenda. The Framework seeks to support efforts to achieve the Sustainable Development Goals and contribute to the execution of the Second Ten-Year Implementation Plan of Agenda 2063. Additionally, it places a significant emphasis on youth empowerment and gender equity in all supported initiatives.

II. SITUATION ANALYSIS

2.1. World Changing Environment

7. The world is undergoing rapid and profound transformations driven by geopolitical tensions, climate change, demographic shifts, urbanization, and the lasting impacts of the COVID-19 pandemic. These interconnected forces are reshaping global economies, altering international relations, and influencing the sustainability of human development. The Russia-Ukraine war and the evolving role of the United States in global politics are redefining economic alliances and security frameworks. Climate change continues to pose existential threats, with rising temperatures and extreme weather events demanding urgent mitigation efforts. The postpandemic world is navigating economic recovery, digital acceleration, and public health challenges. Meanwhile, urbanization is expanding at an unprecedented rate, creating both opportunities and vulnerabilities for societies. Demographic shifts, particularly aging populations in developed countries and youth surges in emerging economies, present complex economic and social dynamics.



8. **Geopolitical Tensions: The War in Ukraine and the New United States Global Politics.** The world is witnessing an era of intensified geopolitical tensions, reshaping international relations and economic stability. The war in Ukraine, which began in 2022, has had far-reaching consequences beyond the battlefield. This conflict has disrupted global supply chains, particularly in energy and food sectors, given that both Russia and Ukraine are major exporters of wheat, fertilizer, and natural gas. The war has prompted a realignment of international alliances, with Western nations imposing unprecedented economic sanctions on Russia, while countries like China, India, and some African states adopt more neutral or strategic positions to safeguard their economic and diplomatic interests. The North Atlantic Treaty Organization (NATO) has expanded its influence, strengthening military collaborations with European states, while Russia seeks to deepen ties with alternative partners such as Iran, North Korea, and Brazil, Russia, India, China, and South Africa alliance.

9. Simultaneously, the United States is redefining its global political stance, shifting from its traditional interventionist policies to a more strategic engagement approach. Under the Biden administration, the U.S. has focused on reinforcing alliances with democratic states, particularly in Europe and the Indo-Pacific, while countering China's growing influence. The rivalry between the U.S. and China is increasingly evident in trade policies, technology restrictions, and military presence in the South China Sea. Economic decoupling efforts are leading to the restructuring of global supply chains, as countries seek to reduce dependence on Chinese manufacturing. Moreover, the evolving U.S. foreign policy, under the new Trump administration, emphasizes domestic economic resilience, less green energy investments, and reshoring of industries, marking a shift from globalization to regionalized economic partnerships. These geopolitical transformations are contributing to a more fragmented and multipolar world, where international collaboration is increasingly challenged by nationalistic and protectionist policies.

10. **Climate Change and Its Global Implications.** Climate change remains one of the most pressing global challenges, with increasing environmental disasters posing threats to human security, economic stability, and biodiversity. Rising temperatures, prolonged droughts, wildfires, and intensified hurricanes are affecting communities worldwide, leading to food and water shortages, displacement, and economic losses. The Paris Agreement of 2015 aimed to limit global warming to 1.5°C above pre-industrial levels, yet emissions continue to rise, pushing the world closer to irreversible climate tipping points. The energy transition from fossil fuels to renewable sources is progressing, but at a pace insufficient to meet global climate goals. While some countries are advancing in wind, solar, and electric vehicle adoption, others, particularly in the developing world, struggle with financial and technological barriers that prevent large-scale implementation of green solutions.

11. Climate change is also exacerbating geopolitical conflicts, as nations compete for dwindling natural resources. Water scarcity is a growing concern in regions like the Middle East and North Africa, where transboundary water disputes threaten diplomatic relations. In the Arctic, melting ice is opening new shipping routes and exposing untapped natural resources, triggering geopolitical competition between the U.S., Russia, and China. Furthermore, climate migration is becoming a major humanitarian issue, with millions of people displaced due to rising sea levels and extreme weather events. The Global South, particularly sub-Saharan Africa and South Asia, is disproportionately affected, despite contributing the least to greenhouse gas emissions. Addressing climate change requires a coordinated international response, focusing on financial commitments from developed nations, innovation in climate adaptation technologies, and stronger enforcement of carbon reduction policies. The success of these efforts will determine the sustainability of future economic and social systems worldwide.

12. **The Post–COVID-19 Global Landscape.** The COVID-19 pandemic reshaped global economies, healthcare systems, and societal structures, with long-lasting effects still unfolding. The initial outbreak in 2020 led to widespread lockdowns, economic recessions, and a surge in digital transformation. Three years later, nations are navigating the post-pandemic recovery, marked by inflationary pressures, supply chain disruptions, and labor market shifts. Many governments implemented stimulus packages to support businesses and individuals, leading to high levels of public debt. Central banks are now grappling with balancing inflation control through interest rate hikes while maintaining economic growth. The economic divide between high-income and low-income countries has widened, as wealthier nations recovered faster due to advanced vaccination campaigns and stronger financial resilience, while poorer nations faced prolonged economic setbacks.

13. The healthcare sector has undergone significant transformations, with a renewed focus on pandemic preparedness, biotechnology advancements, and telemedicine adoption. The crisis highlighted weaknesses in global health governance, emphasizing the need for a more coordinated approach to managing future pandemics. Organizations like the World Health Organization (WHO) advocate for stronger international cooperation in vaccine distribution, research funding, and early warning systems. Additionally, the pandemic accelerated the shift toward remote work and digitalization, altering traditional work environments and increasing reliance on automation and artificial intelligence. While this transition presents opportunities for efficiency and innovation, it also raises concerns about job displacement and the digital divide between advanced and developing economies.

14. Another key post-pandemic challenge is the mental health crisis, with rising cases of anxiety, depression, and burnout across various populations. The prolonged period of isolation, economic uncertainties, and loss of loved ones have taken a toll on global mental well-being. Governments and organizations are increasingly recognizing the importance of mental health services, advocating for policy reforms and workplace support systems. The long-term societal impacts of COVID-19 will continue to shape healthcare, economic policies, and technological adoption, requiring adaptive strategies to build resilient communities and economies.

15. **Urbanization and the Future of Cities.** Urbanization is a defining trend of the 21st century, with more than half of the world's population now living in cities. This rapid urban expansion presents both opportunities and challenges, particularly in terms of infrastructure development, resource management, and social equity. Cities are economic hubs, driving innovation and growth, yet they also face issues such as overcrowding, housing shortages, and inadequate public transportation systems. In many developing regions, informal settlements are expanding, leading to concerns over sanitation, healthcare access, and employment opportunities. Smart city initiatives are emerging as a response, integrating digital technologies, sustainable urban planning, and efficient public services to enhance the quality of life for urban residents.

16. Climate change further complicates urbanization, as cities are particularly vulnerable to rising temperatures and extreme weather events. Coastal megacities like New York, Mumbai, and Jakarta are at risk of flooding due to rising sea levels, necessitating massive investments in resilient infrastructure. Green urban planning, including the expansion of green spaces, energy-efficient buildings, and public transit networks, is becoming a priority for many governments. Additionally, the concept of the 15-minute city—where essential services are accessible within a short walk or bike ride—is gaining traction to reduce congestion and improve urban livability.

Urbanization also impacts social dynamics

17. Urbanization also impacts social dynamics, with migration patterns shaping cultural integration and economic opportunities. While cities attract diverse populations and foster multiculturalism, they also face challenges related to inequality, crime, and governance. Smart governance frameworks that leverage data analytics and citizen engagement are increasingly necessary to manage urban expansion effectively. As urban populations continue to grow, ensuring sustainable and inclusive urban development will be critical in shaping the future of human settlements.

18. Demographic Shifts and Global Population Trends. The world's demographic landscape is undergoing significant transformations, influencing labor markets, social policies, and economic structures. Population growth is slowing in many developed countries, leading to aging societies with increased healthcare and pension burdens. Countries like Japan, Germany, and Italy are experiencing declining birth rates, prompting policy discussions on immigration and workforce sustainability. In contrast, many developing regions, particularly in Africa and South Asia, are witnessing rapid population growth, creating both opportunities and challenges for economic development.

19. Youth populations in emerging economies represent a potential demographic dividend, where a growing working-age population can drive economic productivity if provided with adequate education and employment opportunities. However, if job creation does not keep pace with population growth, the risk of unemployment, social unrest, and migration pressures increases. Addressing these demographic shifts requires targeted policies in education, skills development, and social security systems. Global migration trends are also shaping demographics, as people move in search of better economic opportunities, security, and quality of life. Managing migration in a way that balances economic benefits with social integration will be a key issue for many nations in the coming decades.

2.2. Africa Changing Environment

20. Africa finds itself at a significant developmental juncture, characterized by a unique developmental context. The continent's population is projected to increase from 1.5 billion in 2024 to close to 2.5 billion by 20501, coupled with rapid urbanization and natural hazard due to conflict, drought / floods, with urban centers doubling in size approximately every 25-30 years. This scenario presents considerable developmental potential, contingent upon the establishment of appropriate capabilities across the continent to empower women and youth, foster social cohesion, and address climate change through mitigation and adaptation.

21. Key requirements to achieve these goals include effective service delivery within frameworks of security and rule of law, adoption of green energy solutions, development of climate-smart food systems, and provision of efficient social services. Additionally, Africa's development landscape is influenced by global challenges such as high inflation rates, food insecurity, a sluggish recovery from the COVID-19 pandemic, and escalating geopolitical dynamics, notably the Russia-Ukraine conflict and the United States-China rivalry.

22. These contextual factors necessitate substantial investment in Africa's human and institutional capabilities to plan, design, and implement effective and resilient development programs. It is anticipated that such investments will primarily be supported by Africans and other stakeholders involved in the continent's development process.

23. Africa's capacity development landscape is characterized by a diverse array of institutions operating at the national, regional, and continental levels. At the national level, numerous organizations are engaged in providing capacity development across various dimensions of economic and social development. African Institute for Economic Development and Planning collaborates with many of these organizations, which form an integral part of our network of implementation partners. At the regional level, the Regional Economic Communities undertake significant capacity development initiatives, both for their respective Commissions or Secretariats and for the benefit of their member states.

24. At the continental level, key African institutions involved in capacity development besides the African Institute for Economic Development and Planning, include several international development agencies and research centers. Additionally, several international entities play a significant role in capacity development.

III. EVALUATION OF THE PREVIOUS STRATEGIC FRAMEWORK

3.1. Achievements of IDEP

25. Despite a 44% financing gap and limited staffing, IDEP showed notable performance in the Strategic Framework 2019-2023. They surpassed many output targets despite these constraints. In 2018, under solid guidance, IDEP laid a strong foundation for this period and smoothly transitioned to e-learning during the COVID-19 pandemic. This period also marked the launch of an e-learning platform, digital learning offerings, and online courses, significantly exceeding the targeted 100 e-learning courses.



26. In the first two years (2019-2020) of the Strategic Framework, IDEP organized 50 courses for 1,081 public officials from 51 African countries. Among them, 257 were women. Of the participants, 629, including 115 women, completed the courses and received certificates. Previously, in 2018, 584 participants, with 190 women, were trained. That year, 19 of 24 courses were on-site, with 10 core courses and 3 tailor-mades. Six were held with partner institutions like the World Bank and the Macroeconomic and Financial Management Institute. Additionally, 5 professional courses were provided for ECA staff.

27. Due to the Covid-19 pandemic, in-person training at its facility was stopped from March 2020, transitioning to online training instead. Gender considerations were integrated into all training materials, and positive discrimination was employed during candidate selection to foster female participation in the courses. In addition, there were several courses targeting only women (women entrepreneurs for instance) and the seminars and policy dialogues organized in contribution to the celebration of International Women's Day. Between 2019 and 2020, a total of 50 courses were conducted; 19 were on-site, and 31 were held online.

28. In 2020, 1,242 public officers from 52 African countries received training, including 284 women. All participants completed the courses and were awarded certificates. The training covered topics such as data analysis for sustainable development, macroeconomic modelling, agricultural policy, energy statistics, evaluating public policy, project management, regional integration, energy policy planning, gender and trade, economic policy management, disaster risk insurance, and international trade policy.

29. Research activities, in the first year of the Strategic Framework, included high-level policy dialogues, studies on new economic development topics, and grants for African development programs. IDEP, in collaboration with the World Bank, the United States Agency for International Development, the National Association of Securities Professionals, the United Nations Department of Economic and Social Affairs, the United Nations Foundation, the Office of the Special Adviser on Africa, the United Nations Development Programme (UNDP), African Union Commission, and Africa group of the diplomatic corps in Senegal, hosted roundtables, forums, and workshops. African Institute for Economic Development and Planning Knowledge Management Programme operated a highly active Knowledge Resource Centre, serving over 800 users with an 80% satisfaction rate. In 2019, the library user services recorded 1,070,911 downloads of African Institute for Economic Development and Planning publications.



30. In the second year, IDEP research programme provided strategic direction to the courses offered and updated their content to reflect environmental changes and the priorities of national development agendas. African Institute for Economic Development and Planning also served as a think tank, intending to influence policy changes and high-level decision-making on various development challenges. Key activities within the research programme included high-level policy dialogue series and hosting two fellows under IDEP Fellows Programme, who focused on "The fiscal impact of the African Continental Free Trade Area on African Economies" and "Determinants of female labour force participation in Botswana; using the multi-topic household survey 2015/16."

31. In 2023, which marked the final year of the Strategic Framework, African Institute for Economic Development and Planning continued to advance the implementation of its programmes and activities. Even though no Governing Council meetings took place in 2021 or 2022, the 59th Session of the Council featured a comprehensive progress report by the Director on the activities and accomplishments recorded. This report spanned from 30th November 2021 to June 2023, encompassing the post-COVID-19 economic recovery, the Russian-Ukraine conflict outbreak, rising regional conflicts and insecurity, and the increasing impact of climate change. African Institute for Economic Development and Planning resumed in-person training and activities. Training programmes in 2021 highlighted cross-cutting issues such as social inclusion, gender, and youth development. In this context, IDEP facilitated the establishment of the Young Economists Network, aimed at developing a new generation of skilled young macroeconomic modelers to promote macroeconomic modeling excellence. By mid-2023, the Network boasted 1,013 young economists from 88 universities across 29 African countries.

32. Overall, the implementation of its Strategic Framework from 2019 to 2023, the IDEP achieved several notable milestones:

i. **Expansion of Training Programs:** IDEP significantly broadened its capacity development initiatives, offering a diverse portfolio of training courses. These programs were tailored to meet the evolving needs of African member states, enhancing the skills of numerous public sector officials.

ii. **Strengthened of Strategic Partnerships:** IDEP cultivated robust collaborations with regional and international organizations, as well as with African governments. These partnerships facilitated the design and delivery of joint programs, leveraging shared expertise and resources to amplify impact.

iii. **Enhanced of Research and Policy Analysis:** IDEP intensified its research efforts, producing policy-relevant studies that informed decision-making processes across the continent. This emphasis on research bolstered the African Institute for Economic Development and Planning's role as a knowledge hub for economic development and planning in Africa.

iv. **Increased Institutional Visibility:** Through effective communication strategies and rebranding efforts, IDEP enhanced its visibility and reputation as a leading institution in capacity development. This increased recognition attracted more participants and partners, thereby expanding its reach and influence.

v. **Improved Resource Mobilization:** IDEP diversified its funding sources, securing financial support from various donors and partners. This financial stability enabled the Institute to effectively implement its programs and activities, ensuring sustainability and continued impact.

3.2. Lessons from the Strategic Framework 2019–2023

33. The independent evaluation of the Strategic Framework 2019-2023 and Implementation Plan of IDEP provided the following 9 key lessons.

i. Need for Institutional Rebranding and Visibility: The African Institute for Economic Development and Planning's visibility has waned despite its significant contributions to capacity development in Africa. There is a strong recommendation for rebranding IDEP and improving its communications and outreach efforts to strengthen its institutional visibility and sustainability. The rebranding initiative aims to position the Institute as fit for purpose, ensuring its visibility aligns with its pivotal role in Africa's capacity-building agenda.

ii. Focus on Stakeholder Engagement: African Institute for Economic Development and Planning needs to develop stronger engagement strategies with stakeholders, including key continental and regional partners, to align its programmes with national and regional capacity needs and improve uptake and relevance.

iii. Enhanced Programme Delivery: IDEP should focus on refining and enhancing the delivery of its programmes to ensure responsiveness to development needs across Africa. This includes improving communications, adopting innovative delivery methods, and ensuring programmes are adequately tailored to the needs of member states.

iv. Importance of Financial Stability: Unpredictability in IDEP financial resources has been a significant constraint, affecting the effective programming of its operations and activities. This calls for a more robust financial planning and resource mobilization strategy.

v. Introduction of Course Fees: To diversify and improve its financial stability, African Institute for Economic Development and Planning could consider introducing gradual course fees to mobilize additional resources for its operations and programmes.

vi. Sustainability through Collaboration and Partnerships: IDEP should cultivate more partnerships with private sector and institutional players across Africa. This approach will not only improve financing but also ensure the sustainability of IDEP operations.

vii. Decentralization of Research: Research should be separated from the Training Division and placed under a dedicated Knowledge Management, ICT, and e-Learning Division to enhance its impact and effectiveness.

viii. Mid-Term Reviews and Regular Retreats: Conducting mid-term reviews for strategic frameworks and holding regular retreats are essential for continuous assessment and development of IDEP's strategies.

Strengthening Private Sector Participation: IDEP should actively involve the private sector in its programmes, both as participants and financiers, to ensure sustainability and relevance.

3.3. Value Proposition



34. this section covers, identifies and evaluates the Strengths, Weaknesses, Opportunities, and Threats analysis of IDEP.

35. Strengths. IDEP possesses several key strengths that contribute to its central role in capacity building and policy research across Africa. The institute's longstanding reputation as a trusted training center for economic development and planning provides it with significant credibility among African governments, institutions, and international partners. African Institute for Economic Development and Planning's affiliation with ECA further enhances its legitimacy and access to a broad network of partners and resources. Another key strength of IDEP is its specialized focus on training African policymakers in economic governance and development strategies. The institute's ability to adapt its curriculum to meet the emerging needs of African countries ensures that its training programs remain relevant and impactful. African Institute for Economic Development and Planning's multilingual capacity, offering courses in English, French, Arabic and Portuguese, enhances its accessibility and outreach across diverse regions of the continent. The table below presents the main strengths of the African Institute for Economic Development and Planning.

36. Weaknesses. Despite its strengths, IDEP faces several internal weaknesses that limit its operational efficiency and effectiveness. A major weakness is the institute's dependence on external funding, which creates financial instability and restricts long-term planning. Fluctuating donor support affects the continuity of programs and projects, leading to challenges in resource allocation and staff retention. Additionally, IDEP infrastructural limitations, particularly in terms of modern technological facilities and e-learning platforms, hinder its ability to expand its services and reach a broader audience. This weakness is further exacerbated by a shortage of permanent staff, which leads to reliance on temporary consultants and limits the institute's ability to build institutional knowledge and expertise. The main weaknesses of IDEP are presented below. The table below summarizes the main weaknesses of the African Institute for Economic Development and Planning.

37. Opportunities. African Institute for Economic Development and Planning operates within a context ripe with opportunities that can enhance its role and influence across Africa. The growing demand for capacity building in areas such as sustainable development, climate change, digital economy, and regional integration presents opportunities for IDEP to expand its training programs. The rise of digital technologies offers IDEP the chance to overcome its infrastructural limitations by developing robust online learning platforms, which would increase accessibility to its programs and reach a wider audience. The African Continental Free Trade Area and other regional integration initiatives create opportunities for IDEP to provide specialized training on trade policies, economic governance, and regional planning, further strengthening its relevance to African governments. Collaborating with new partners, including private sector organizations, think tanks, and universities, could also help diversify its funding base and reduce financial dependency. The table below displays the 16 main opportunities that have been identified for IDEP for the next 5 years.

38. Threats. African Institute for Economic Development and Planning faces several external threats that could undermine its strategic objectives. The institute's heavy reliance on donor funding is a major threat, as shifts in international priorities could result in reduced financial support. Political instability and economic crises in various African countries also pose risks to IDEP operations, particularly regarding the ability of governments to commit resources to capacity building initiatives. In addition, the growing number of competing institutions providing similar training and research services creates a more competitive environment for IDEP. To maintain its relevance, the institute will need to continuously innovate and improve its offers to distinguish itself from other capacity-building entities operating in Africa.

39. Table 1 below summarized the Strengths, Weaknesses, Opportunities, and Threats analysis of IDEP and the sections below present each item in detail.

40. Comparative Advantages. IDEP holds a set of distinctive comparative advantages that position it uniquely within the African and global training ecosystem as the only United Nations training institution with an exclusive pan-African mandate. As the training arm of UNECA, IDEP enhances its credibility and access to a wide network of regional and international partners. The Institute stands out for its specialization in economic governance, development planning, and public sector reform—areas that are central to the implementation of Agenda 2063 and the Sustainable Development Goals. Furthermore, its multilingual delivery capacity (English, French, Arabic, Portuguese and Spanish) ensures inclusive outreach across all subregions of Africa. IDEP also distinguishes itself through its strong collaboration with African governments, regional economic communities, and national training institutions, allowing it to respond directly to context-specific demands. Unlike many global institutions, IDEP is uniquely positioned to offer African-driven, policy-relevant, and context-sensitive capacity development. Its offer reflects the political economy, institutional dynamics, and reform trajectories of African countries.

41. Value–Added Proposition. IDEP's value proposition lies in its ability to bridge the gap between high-level policy aspirations and the institutional capabilities needed for implementation providing demand-driven, practiceoriented training and policy support. In a rapidly changing development landscape, IDEP is actively enhancing its agility and future-readiness by integrating foresight, risk management, innovation, and digital learning technologies into its core offerings. The Institute is also positioning itself as a hub for knowledge co-creation, applied research, and peer learning, tapping into African expertise and diaspora talent. As capacity development demands grow in areas such as digital economy, climate resilience, regional integration, and governance reform, IDEP is uniquely placed to accompany Member States with tailored, scalable, and impact-focused solutions. Its continued investment in strategic partnerships, technology-enabled learning, and institutional strengthening will be essential to secure its sustainability and reinforce its leadership role in building a capable, future-oriented African public sector.

> **IDEP is uniquely placed to accompany Member States with tailored, scalable, and impact–focused solutions.**

Table 1. Strengths, Weaknesses, Opportunities, and Threats Analysis

Strengths	*Weaknesses*
1. Mandate of African Institute for Economic Development and Planning by United Nations and Member States 2. Strong institutional anchoring at ECA 3. Existence for 60 years 4. Effective organization structure (Managerial and operational agility) 5. Confirmed and recognized experience 6. Consolidated capacities 7. Reliability 8. Continuous development of partnerships 9. Influence on policies. 10. Good governance 11. Encompass existing development agendas (2063, 2030) 12. Distance learning platform. 13. Training for women 14. Multilingual courses (French, English, Portuguese, and Arabic) 15. Matching offer with the needs of member states 16. Diversified delivery mode (online and in-person courses) 17. Diversified continental offer. 18. Product /valorization of knowledge and know-how 19. Credibility: alumni in high-level decision-making position	1. Insufficiency of the evaluation mechanism 2. Weakness of the online training infrastructure 3. Absence of operational guides 4. Inadequacy of financial resources 5. Low level of financial contributions by Member States 6. Volatility of contributions 7. Insufficiency of human resources 8. Absence of research-training bridge 9. Insufficiency of partnerships 10. Insufficiency of internal and external communication 11. Largely free courses on business model Opportunities Threats
Opportunities	*Threats*
1. Partnership development niches: Regional Economic Commissions, Universities, Regional / Continental / International Institutions 2. Agendas 2030-2063 3. African Continental Free Trade Area 4. Financial/monetary integration 5. Training alignment with schools/centers of excellence 6. Specialized training with study tours (e.g., Special Economic Zones and agricultural domains) 7. Complementarity to academic training 8. Openness to the diaspora 9. Availability of emerging technologies (e.g., artificial intelligence) 10. Innovative external financing 11. Increasing demand for capacity building (agenda 2063, agenda 2030, African Continental Free Trade Area, etc.) 12. Partnerships opportunities 13. Strong continental dynamism combined with emerging new technologies (Agenda 2063, 2030, Net Zero 2050) 14. Growing demand from member states 15. Policy of openness (cooperation) 16. Regional collaboration / institutional center within the ECA	1. Instability of financial resources 2. Continuous modernization/sophistication of elearning infrastructures 3. Reduction of in-person activities 4. Excessive use of artificial intelligence 5. Competition with other capacity-building institutions. 6. Changing priorities by leaders 7. Political and security instability 8. Energy (electricity) and digital (infrastructure) gap 9. Low commitment of member states post-training

IV. VISION AND MISSION

42. Taking into account the international situation in a multipolarized world, IDEP brings a capacity building framework based on agility and quick adaptability to the emerging needs of the Members-States, within and beyond the development agendas. IDEP will continue to serve the Member-states being mindful that the environment is changing and that the institute needs to adapt to recurrent and emerging needs and priorities.

43. By promoting long-term foresight and strategic planning, IDEP can support Africa in achieving the Sustainable Development Goals and the second Ten-Year Implementation Plan 2024-2033 of Agenda 2063, ensuring that the continent's development is resilient and inclusive. As Africa's development challenges grow more complex, IDEP remains resolute in its mission to empower the continent's transformation, standing as fit for purpose to drive inclusive growth and sustainable development. This section presents the African Institute for Economic Development and Planning's vision and missions.

VISION STATEMENT

Structurally transformed and prosperous Africa driven by its own skilled people.

MISSION

44. This vision demonstrates the African Institute for Economic Development and Planning's dedication to achieve, with excellence, efficiency, and a client-focused approach, the following missions:

i. Equip African leaders, mid-careers and senior officials, and institutions with the skills and knowledge for effective policy-making and sustainable development.

ii. Advance innovative research and knowledge-sharing to address Africa's unique development challenges.

iii. Foster strategic collaboration and partnerships on capacity building for Africa's development.

45. Through its signature courses, IDEP ensures that African leaders and policymakers receive targeted training aligned with the continent's strategic developmental needs.

V. STRATEGIC FOCUS

46. The strategic framework represents a global one as the main priorities identified to distinguish from the others where IDEP will not intervene. Agendas 2030, 2063 and Pact for the Future are multidimensional and therefore these strategic focus are a narrowing of the aforementioned development agendas. To be more precise, IDEP's work is policy-oriented and sectoral, focused on how the various aspects of development, by their interconnection, build a national vision and lead to adequate planning processes.

47. To achieve its vision and implement its missions, IDEP has identified 6 key strategic focus for the next 5 years. These Strategic focus are intricately aligned with global and continental development agendas, particularly the sustainable development goals and the African Union's Agenda 2063. Each Strategic focus is designed to contribute to specific Sustainable Development Goals.

5.1. STRATEGIC FOCUS 1:

Macroeconomic management, Integrated Development Planning & Financing

48. The first Strategic focus aims at Strengthening integrated development planning, and sustainable financing to promote a locally designed and led economic stability and long-term growth in African countries. This focus also seeks to enhance macroeconomic modeling ability and the use of system dynamics to better anticipate and manage complex interactions within national economies. By embedding strategic foresight into planning processes, countries can proactively address emerging risks and opportunities, ensuring more adaptive and resilient development pathways.

49. These are the backbone of effective governance and economic policy that can drive prosperity, reduce poverty, and enable countries to achieve their development goals. African Institute for Economic Development and Planning emphasizes the importance of robust integrated development planning to achieve economic stability and sustainable growth across Member States. By providing policymakers and public officials with the necessary tools and knowledge, IDEP ensures the effective design and implementation of macroeconomic policies. Aligning national plans with global frameworks such as the Sustainable Development Goals and Africa's Agenda 2063, IDEP will support the creation of policies that are resilient, forward-looking, and well-integrated with broader developmental agendas. This Strategic focus fosters an environment conducive to long-term economic transformation and inclusive progress.

50. Integrated development planning. Fostering a new generation of planners who are adept in innovative and integrated approaches to development is critical for addressing contemporary global challenges. Integrated development planning offers a comprehensive framework that coordinates various aspects of development, ensuring that economic, social, environmental, and spatial dimensions are addressed in a cohesive and balanced manner. This method aims to break down traditional silos that often exist between different sectors of activity and government entities, fostering collaboration and creating synergies that amplify the impact of development efforts.

51. Integrated development planning recognizes the interconnected nature of the Sustainable Development Goals and aims to address them in a holistic way. By linking multiple sectors and promoting concerted action among key actors in a country's development, this approach paves the way for sustainable and inclusive growth. Such growth is not only about achieving economic prosperity but also about ensuring equity, environmental sustainability, and social cohesion. Integrated planning encourages all stakeholders to work together, aligning their objectives and resources to achieve common goals more effectively.

52. One of the significant advantages of integrated development planning is its ability to bridge knowledge and skills gaps in the design, execution, and monitoring of policies. Policymakers and planners equipped with the right tools and frameworks are better positioned to design comprehensive policies that account for the diverse needs of populations. This is particularly important in a world where rapid technological advancements, shifting demographics, and environmental challenges demand adaptive and forward-thinking planning strategies.

53. Fostering a new generation of planners skilled in integrated development planning is essential for achieving sustainable and inclusive growth. By leveraging innovative tools, breaking down silos, and promoting collaboration across sectors, this approach addresses the complexities of modern development challenges. With a strong emphasis on data, Monitoring and Evaluation systems, and resource management, integrated development planning offers a pathway to achieving the Sustainable Development Goals and creating a more equitable and sustainable future for all.

> Sustainable financing is a critical element for implementing development plans and macroeconomic policies effectively.

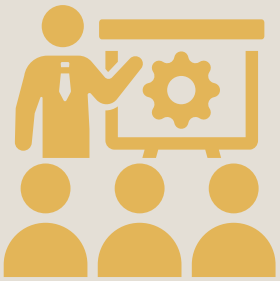
54. Development Financing. The management of public financial resources in Africa faces persistent challenges such as inefficient debt management, limited domestic resource mobilization, illicit financial flows, and the underutilization of remittances. These issues undermine fiscal stability, governance, and the ability to fund national development. Strengthening the capacity of policymakers to address these challenges is critical for fostering homegrown solutions that enhance financial sustainability. Policymakers must develop expertise in debt management, domestic resource mobilization, combating illicit financial flows, and channeling remittances into productive sectors. These efforts will optimize public resource use, promote fiscal stability, and improve governance.

55. Integrating green finance into development strategies provides an opportunity to align financial planning with environmental and social goals, advancing sustainable development. Additionally, the rapid growth of FinTech offers transformative potential for modernizing financial systems. Policymakers equipped with skills in digital payments, blockchain technology, and other innovations can drive financial inclusion and improve the efficiency of financial services.

56. De-risking investments is another essential component for attracting private capital to finance Africa's structural development. By addressing perceived and actual risks, countries can foster a more favorable investment environment. This approach enhances public-private partnerships and ensures the availability of sustainable financing to achieve long-term development objectives. With these strategies, African nations can build resilient financial systems capable of supporting inclusive and sustainable growth.

57. Sustainable Financing. Sustainable financing is a critical element for implementing development plans and macroeconomic policies effectively. Member States often face financing gaps due to limited access to international capital markets, dependence on foreign aid, and inefficient domestic revenue collection systems.

58. IDEP's strategic framework emphasizes the need for innovative and sustainable financing mechanisms to ensure that development projects are adequately funded. This includes enhancing domestic resource mobilization through improved tax collection, public-private partnerships, and leveraging new financing tools such as green bonds or blended finance. Strengthening the financial sector and creating access to affordable financing for businesses and governments are also key components. Additionally, reducing dependency on unsustainable debt is essential to maintaining fiscal balance and ensuring that financing for development is both sustainable and longterm.



59. Overall, strengthening macroeconomic management, strategic development planning, and sustainable financing are integral to promoting economic stability and long-term growth in Member States. i IDEP focus on building capacity in these areas helps African governments create resilient economies that can adapt to changing global conditions, achieve inclusive growth, and improve the well-being of their populations. By fostering sustainable development, African countries can lay the foundation for a prosperous future.

5.2. STRATEGIC FOCUS 2:

Fostered Regional Integration, Trade, Diversification and Industrialization

60. The second Strategic focus aims at **Foster regional integration, diversification, and industrial–ization to enhance competitiveness and sustainable development across African countries.** African Institute for Economic Development and Planning promotes regional integration as a critical driver for sustainable growth by supporting frameworks such as the African Continental Free Trade Area. The goal is to strengthen economic ties, facilitate intra-African trade, and reduce the continent's dependence on external markets. Through capacity building, IDEP assists governments in fostering industrialization and diversification, shifting from reliance on raw commodities toward higher-value manufacturing and services. These efforts aim to create jobs, boost competitiveness, and enhance Africa's participation in global value chains.

61. **Regional integration** is crucial for building larger, more efficient markets that can support economic growth and development. Africa has numerous regional economic communities, such as the AU and the Economic Community of West African States (ECOWAS), which aim to foster integration through trade, infrastructure development, and political cooperation. The creation of the African Continental Free Trade Area in 2018 is a significant milestone in Africa's integration efforts, as it seeks to create the world's largest free trade area, unlocking the potential for intra-African trade.

62. African Institute for Economic Development and Planning emphasizes the need to deepen regional integration by reducing trade barriers, improving infrastructure connectivity, and harmonizing regulations and standards across borders. By promoting regional trade, African countries can reduce their dependency on external markets, increase economic resilience, and foster regional value chains that enhance productivity and competitiveness. Integrated markets also provide opportunities for economies of scale, attract foreign direct investment (FDI), and increase the efficiency of resource allocation across the continent.

63. Furthermore, regional integration promotes peace, security, and political stability by fostering collaboration between neighboring countries. Through IDEP's capacity-building programs, African policymakers and institutions are trained to strengthen regional cooperation, address policy gaps, and implement strategies that support the free movement of goods, services, capital, and people.

64. **Diversification** is critical for reducing Africa's over-reliance on commodity exports, which leaves many countries vulnerable to fluctuations in global commodity prices. In most African economies, sectors such as agriculture and mining dominate, creating imbalances and limiting sustainable development. Diversifying the economy through investment in sectors like manufacturing, services, and technology is key to achieving longterm stability and reducing poverty.

Industrialization is a crucial driver of economic transformation in Africa

65. IDEP focus on economic diversification aims to help African countries move away from commodity dependency and build more robust, multi-sector economies. By encouraging governments to develop policies that support the growth of small and medium-sized enterprises, technology-driven industries, and agri-business, IDEP fosters an environment where economic activities are more varied, resilient, and innovative. This strategy increases employment opportunities, creates value-added products, and broadens the tax base, improving fiscal stability.

66. Moreover, diversification reduces vulnerability to external shocks, such as price drops in commodities or global financial crises, allowing countries to better withstand economic downturns and achieve more sustainable growth.

67. **Industrialization** is a crucial driver of economic transformation in Africa. While Africa holds vast natural resources, it has traditionally been a raw material exporter, missing out on the benefits of value-added production. Industrialization enables countries to transform raw materials into finished goods, increasing the value of exports and boosting domestic markets. It also creates high-quality jobs, improves productivity, and fosters technological innovation.

68. IDEP will support African countries in their efforts to industrialize by offering training in industrial policy, technology adoption, and capacity-building programs aimed at strengthening local industries. Promoting local manufacturing and developing regional value chains are vital for industrializing the continent. African Institute for Economic Development and Planning will also encourage governments to leverage public-private partnerships to build the infrastructure needed to support industrial growth, such as energy, transportation, and telecommunications.

69. IDEP's strategic framework to foster regional integration, diversification, and industrialization is critical for enhancing the competitiveness and sustainable development of African countries. By deepening regional collaboration, reducing dependency on commodities, and promoting industrial growth, African nations can create more resilient economies, generate inclusive growth, and improve their standing in the global economy. These efforts will ultimately lead to long-term prosperity and higher living standards for Africa's population, making the continent a key player in the future of global economic development.



5.3. STRATEGIC FOCUS 3:

Promoted Inclusive Social Gains

70. The third Strategic focus aims at **Promoting inclusive social gains that empowers all citizens, ensuring equal participation in the economic and social development of African countries.** Inclusive social development and gains, not only promotes equity, but also strengthens the overall resilience and sustainability of economies by harnessing the full potential of the population. This approach is essential for reducing poverty, bridging inequality, and fostering long-term development across the continent.

71. To achieve truly **sustainable development**, IDEP focuses on inclusive policies that address inequalities and promote social protection, gender equality, and youth empowerment. The institute supports the design of policies that ensure marginalized groups benefit from economic progress. By offering training in social policy development, IDEP ensures that governments have the tools to create fair and equitable systems that promote social inclusion, reduce poverty, and support human capital development. It ensures that everyone, regardless of background, gender, or socioeconomic status, has the opportunity to participate in and benefit from the economic and social development of African countries. These programs are essential to ensuring that no one is left behind in Africa's development journey.

72. **Inclusive social development** begins with ensuring that all citizens have access to opportunities, resources, and services that enable them to contribute to the economy and improve their quality of life. Historically, many African countries have faced challenges related to social exclusion, particularly affecting women, youth, rural populations, and marginalized communities. By focusing on **inclusive policies**, governments can address these disparities and promote social equity.

73. African Institute for Economic Development and Planning will emphasize inclusive policy development that ensures marginalized groups are integrated into the economic mainstream. This involves supporting policies that promote equal access to education, healthcare, and employment opportunities. Access to quality education and healthcare is crucial for building human capital, which drives economic growth. Additionally, by promoting gender equality and empowering women and youth, countries can unlock significant economic potential and foster more inclusive societies.

74. A significant aspect of inclusive social growth is the empowerment of women and youth, who represent a large portion of Africa's population but often face barriers to participation in the workforce and decision-making processes. Women, in particular, face significant challenges such as limited access to education, healthcare, and financial resources. Similarly, youth unemployment is a persistent issue across the continent, contributing to social instability and limiting the continent's potential for growth.

75. African Institute for Economic Development and Planning focuses on building capacity in African countries to develop and implement policies that promote women's empowerment and youth inclusion. This includes initiatives aimed at increasing women's participation in the workforce, promoting entrepreneurship, and ensuring that girls have equal access to education. Empowering women and youth through skills development and training is critical to reducing inequality and fostering inclusive economic growth. Furthermore, enabling youth participation in the economy and political processes helps create a more dynamic and innovative society.

> By focusing on inclusive policies, governments can address these disparities and promote social equity.

76. For inclusive social growth to be sustainable, it must include mechanisms to protect vulnerable populations from economic shocks and social risks. Social protection systems, such as unemployment benefits, pensions, and social safety nets, play a vital role in reducing poverty and inequality. In many African countries, however, these systems are either underdeveloped or underfunded, leaving large segments of the population vulnerable to poverty, food insecurity, and other challenges.

77. African Institute for Economic Development and Planning's strategic framework encourages the development of robust social protection systems that provide support to the most vulnerable. Through training and policy development, IDEP helps governments design effective social protection programs that can mitigate the impact of economic crises, natural disasters, and other disruptions. These programs not only protect individuals but also contribute to social stability and economic resilience.



78. Inclusive social gains also require building strong social cohesion, where all citizens feel connected to and invested in their communities and countries. A lack of social cohesion can lead to conflict, instability, and slower economic growth. Therefore, IDEP's strategic focus includes promoting policies that foster social integration, reduce inequality, and support community engagement. This includes programs that bridge the gap between urban and rural areas, address regional disparities, and ensure that economic development benefits all regions and communities.

79. Overall, promoting inclusive social gains that empower all citizens is vital for the long-term development and stability of African countries. African Institute for Economic Development and Planning's strategic framework aims to ensure that every individual, regardless of background, can participate fully in the economic and social life of their country. By focusing on equity, empowering marginalized groups, and strengthening social protection systems, African countries can build more resilient and prosperous societies. Inclusive social growth not only fosters greater economic development but also creates a more just and equitable society where all citizens can thrive.

5.4. STRATEGIC FOCUS 4:

Enhanced Sustainable Use of Natural Resources Management, Climate-Related Issues and Environmental Dimension

80. The fourth Strategic focus aims at **Enhancing the sustainable use of natural resources, address climate–related challenges and integrating environmental dimension to foster ecological balance and sustainable development across African countries.** These are critical for fostering ecological balance and promoting sustainable development across African countries. Effective natural resource management and climate resilience are crucial for achieving long-term economic stability, food security, environmental protection, and sustainable growth. Sustainable management of Africa's natural resources and addressing climate-related challenges are key priorities for the African Institute for Economic Development and Planning. With Africa being highly vulnerable to climate change, the institute focuses on capacity building for environmental management, sustainable resource use, and climate adaptation strategies. Training in these areas ensures that policymakers can design climate-resilient strategies that promote green growth, biodiversity conservation, and disaster risk management, aligned with the Paris Agreement and global sustainability goals.

81. Sustainable Use of Natural Resources. Africa is endowed with abundant natural resources, including minerals, forests, water, and biodiversity, which have the potential to drive economic growth and development. However, unsustainable exploitation of these resources has often led to environmental degradation, deforestation, soil erosion, and depletion of water bodies. These challenges not only threaten the environment but also compromise the livelihoods of millions of people who depend on these resources for their survival.

82. African Institute for Economic Development and Planning's strategic framework emphasizes the need for sustainable natural resource management that balances economic development with environmental protection. This involves promoting policies and practices that minimize the ecological footprint of resource extraction and use, ensuring that natural resources are preserved for future generations. African governments must adopt sustainable land management practices, regulate the mining and logging industries, and invest in the conservation of ecosystems. Furthermore, communities that depend on natural resources for their livelihoods should be empowered with knowledge and tools to practice sustainable agriculture, forestry, and water management.

83. By fostering sustainable resource use, IDEP aims to prevent resource depletion and environmental damage while promoting economic growth. This approach ensures that the benefits of natural resource exploitation are distributed equitably and contribute to long-term national development goals, rather than creating short-term gains at the expense of environmental sustainability.

84. Addressing Climate–Related Challenges. Climate change poses significant risks to Africa's development, particularly in sectors such as agriculture, water resources, and infrastructure. The continent is highly vulnerable to the impacts of climate change, including extreme weather events such as droughts, floods, and heatwaves, which threaten food security, displace populations, and exacerbate poverty. The increasing frequency and intensity of these events make it essential for African countries to build climate resilience into their development plans.

85. IDEP's strategic focus on addressing climate-related challenges involves strengthening the capacity of African governments to implement climate adaptation and mitigation strategies. Adaptation efforts focus on reducing the vulnerability of communities and economies to the effects of climate change, such as investing in climate-resilient infrastructure, improving water management systems, and developing drought-resistant crops. Mitigation strategies, on the other hand, aim to reduce greenhouse gas emissions by promoting renewable energy sources, improving energy efficiency, and conserving forests, which act as carbon sinks.

> By fostering sustainable resource use, IDEP aims to prevent resource depletion and environmental damage while promoting economic growth.

86. Moreover, IDEP encourages African governments to actively participate in international climate negotiations and access climate finance from global mechanisms such as the Green Climate Fund. These funds are essential for implementing large-scale adaptation and mitigation projects that will enhance Africa's resilience to climate change and reduce its ecological footprint.

87. **Integrating an Environmental Dimension.** Achieving sustainable development in Africa necessitates integrating environmental considerations into planning and policymaking, with a particular focus on the green and blue economy and the creation of green jobs. Capacity development plays a critical role in helping policymakers understand the impact of their decisions on natural resources and ecosystems, enabling them to align actions with environmental justice and ecological transition goals.

88. As climate change poses an increasing threat, capacity development equips leaders with the tools to engage in carbon markets, participate in carbon trading, and advance the adoption of clean energy solutions. These capabilities are integral to supporting Africa's just transition, which aims to balance economic growth with environmental sustainability. By advocating for greater investment in climate-resilient infrastructure and renewable energy projects, African nations can strengthen their resilience to environmental and economic shocks.

89. Moreover, prioritizing environmental justice ensures that the benefits of sustainable development are distributed equitably, particularly for marginalized communities that often bear the greatest burdens of environmental degradation. This equitable approach fosters social cohesion and ensures that no one is left behind in the transition to a sustainable future.

90. Integrating an environmental dimension into development planning not only supports ecological sustainability but also drives economic opportunities. By promoting green jobs and fostering innovation in clean technologies, Africa can pave the way for a resilient, inclusive, and equitable future, ensuring the well-being of current and future generations.

91. **Ecological Balance and Sustainable Development.** Achieving ecological balance means ensuring that human activities do not disrupt the natural processes that sustain life on the planet. For Africa, this requires a holistic approach to development that integrates environmental sustainability into economic and social planning. African Institute for Economic Development and Planning's strategic framework promotes the idea that sustainable development can only be achieved when economic growth does not come at the expense of environmental health.

92. To this end, IDEP supports policies that foster green growth, which refers to economic growth that is environmentally sustainable and socially inclusive. This involves investing in renewable energy, promoting circular economy practices, and ensuring that environmental sustainability is a key consideration in all development projects. By embracing green growth, African countries can reduce their reliance on fossil fuels, minimize waste, and create new job opportunities in sectors such as renewable energy, sustainable agriculture, and eco-tourism.

93. Overall, enhancing the sustainable use of natural resources, addressing climate-related challenges and integrating environmental dimension are central to achieving long-term development in African countries. African Institute for Economic Development and Planning's strategic framework provides a roadmap for African governments to balance economic growth with environmental protection, ensuring that natural resources are used and that climate resilience is built into development plans. By doing so, African countries can foster ecological balance, protect the livelihoods of their people, and promote sustainable development that benefits current and future generations.

5.5. STRATEGIC FOCUS 5:

Policies for accelerated Infrastructure Development

94. The fifth Strategic focus aims at supporting the **acceleration of the development of countries and regional infrastructure to enhance connectivity, support economic growth, and improve the quality of life across African countries.** Infrastructural development forms the backbone of modern economies, providing the necessary foundations for the movement of goods, services, people, and information. Infrastructure development enhances connectivity, facilitates trade, and supports industrial growth. In Africa, where infrastructure deficits are a significant barrier to sustainable development, addressing these gaps is critical for unlocking economic potential, fostering regional integration, and improving social welfare.

95. African Institute for Economic Development and Planning supports capacity-building efforts focused on infrastructure planning, financing, and governance to ensure effective delivery of transport, energy, water, and ICT networks. African Institute for Economic Development and Planning programs emphasize the importance of public-private partnerships and innovative financing mechanisms to close the infrastructure gap and accelerate development across the continent.

96. Enhancing Connectivity. Infrastructure plays a vital role in improving connectivity both within and between African countries. Efficient and well-developed transport networks—comprising roads, railways, ports, and airports—are essential for enabling the free movement of goods and people. In many African countries, poor transport infrastructure limits access to markets, particularly for rural communities, stifling economic growth and preventing local businesses from expanding their reach.

97. African Institute for Economic Development and Planning emphasizes the need to improve intra-African connectivity through the development of cross-border infrastructure that supports regional trade and integration. This aligns with the goals of the African Continental Free Trade Area, which aims to create a single market for goods and services across the continent1. By investing in transport infrastructure, African countries can reduce logistical costs, shorten travel times, and make it easier for businesses to access new markets. Enhanced connectivity also fosters regional integration, promoting political stability and closer economic cooperation between nations.

98. Beyond transport, digital connectivity is another key focus of infrastructure development. Reliable access to the internet and digital technologies is increasingly important for economic participation in the global digital economy. African Institute for Economic Development and Planning advocates for the expansion of broadband infrastructure, ensuring that all citizens, particularly those in underserved rural areas, have access to affordable, high-speed internet. This not only boosts e-commerce and digital innovation but also improves access to essential services such as education and healthcare.

99. Supporting Economic Growth. Well-developed infrastructure is critical for economic growth, as it provides the foundation for productive activities across various sectors of the economy. Infrastructure investment in areas such as energy, transport, telecommunications, and water supply facilitate industrialization, agriculture, and services, leading to job creation and higher economic output. Countries with reliable infrastructure are more likely to attract FDI, as businesses require access to efficient energy, transport, and communication networks to operate successfully and to be more competitive.

> Infrastructure plays a vital role in improving connectivity both within and between African countries.

100. African Institute for Economic Development and Planning will focus on promoting public-private partnerships to finance infrastructure projects, recognizing that governments alone may not have sufficient resources to meet the continent's infrastructure needs. By involving the private sector in infrastructure development, African countries can mobilize additional funding, improve project efficiency, and leverage private sector expertise. This, in turn, accelerates the pace of infrastructure development, creating a more conducive environment for business growth and economic diversification.

101. **Improving Quality of Life.** In addition to its economic benefits, infrastructure development plays a crucial role in improving the quality of life for citizens. Access to clean water, reliable electricity, healthcare, and education facilities is fundamental to human development. However, many African countries face significant infrastructure deficits in these areas, leading to poor living conditions, limited access to basic services, and reduced economic opportunities.



102. By investing in social infrastructure, such as hospitals, schools, and water supply systems, governments can directly improve the well-being of their populations. African Institute for Economic Development and Planning strategic framework advocates for inclusive infrastructure planning, ensuring that infrastructure development benefits all segments of society, particularly marginalized and underserved communities. Providing access to essential services is key to reducing poverty, improving health outcomes, and enabling people to participate more fully in the economy.

103. Furthermore, energy infrastructure is crucial for both economic and social development. Expanding access to electricity through investments in renewable energy sources such as solar and wind power can significantly improve the quality of life for rural communities while reducing environmental impact. Reliable energy access also supports industrialization and drives innovation, laying the foundation for sustainable growth.

104. Overall, accelerating infrastructure development is a critical priority for enhancing connectivity, supporting economic growth, and improving the quality of life across African countries. African Institute for Economic

5.6. STRATEGIC FOCUS 6:

Enhanced Innovation & Digital Transformation

105. The sixth Strategic focus aims at **boosting Innovation and Digital Transformation** to enhance economic competitiveness and improve public service delivery across African countries. In today's rapidly evolving global economy, innovation and technology are driving growth, improving efficiencies, and enabling countries to leapfrog traditional development barriers. For Africa, harnessing the power of digital technologies offers immense opportunities to boost productivity, create jobs, and improve governance.

106. Digital transformation is a key driver of Africa's development, fostering economic growth, improving governance, and enhancing social services. By leveraging digital technologies, productivity can be boosted, market access expanded, and service delivery in sectors such as public finance, education, and healthcare significantly improved. The 4th Industrial Revolution, propelled by innovations like automation and Artificial Intelligence, is reshaping global job markets, creating new employment opportunities while highlighting the urgency of equipping individuals with relevant skills.

107. African Institute for Economic Development and Planning offers training and research programs focused on digital governance, financial technology, and e-government solutions, helping governments harness the power of technology to enhance service delivery and economic productivity. By fostering a culture of innovation and entrepreneurship, the institute promotes the development of smart policies that leverage emerging technologies, ensuring Africa stays competitive in the global digital economy. This strategic focus also aligns with efforts to close the digital divide and support the development of inclusive digital economies.

108. **Enhancing Economic Competitiveness through Innovation.** Innovation plays a crucial role in improving economic competitiveness by fostering new industries, improving productivity, and driving technological advancements. African countries, many of which have historically relied on traditional sectors such as agriculture and mining, are increasingly recognizing the need to diversify their economies by investing in innovation-driven industries. By fostering an innovation ecosystem, governments can encourage entrepreneurship, digital startups, and technology-driven solutions that not only create jobs but also increase global competitiveness. The rise of fintech solutions, including digital payment systems and mobile banking, is revolutionizing Africa's financial landscape by increasing access to financial services for underserved populations.

109. African Institute for Economic Development and Planning will advocate for capacity-building programs that equip African governments and institutions with the tools to design and implement innovation policies. These policies should focus on research and development, technology adoption, and supporting small and medium-sized enterprises. By investing in innovation hubs, tech incubators, and fostering collaboration between universities, research institutions, and the private sector, African countries can spur technological advancements that improve productivity across sectors such as agriculture, manufacturing, and services.

110. Moreover, the rise of financial technology is transforming Africa's financial landscape, improving access to financial services, particularly for underserved populations. Innovation in mobile banking, digital payment systems, and online financial platforms is driving financial inclusion, supporting the growth of small and medium enterprises, and enhancing economic resilience. African Institute for Economic Development and Planning will focus on fostering digital innovation aligns with the broader goal of improving economic competitiveness by modernizing financial systems and reducing transaction costs.

> Furthermore, digital transformation in healthcare and education is critical for improving human development outcomes.

111. Improving Public Service Delivery through Digital Transformation. Digital transformation has the potential to revolutionize public service delivery in African countries by making services more accessible, efficient, and transparent. Across the continent, many public services—such as healthcare, education, and government administration—suffer from inefficiencies, long wait times, and corruption. Digital technologies offer an opportunity to streamline service delivery, reduce bureaucracy, and improve citizen satisfaction.

112. African Institute for Economic Development and Planning will highlight the need to digitize government services through the implementation of e-government platforms. These platforms can simplify administrative processes, such as issuing licenses, paying taxes, or accessing social services, by allowing citizens to interact with government agencies online. This not only saves time and reduces costs but also improves accountability by reducing opportunities for corruption and ensuring transparency in government operations.

113. Furthermore, digital transformation in healthcare and education is critical for improving human development outcomes. Telemedicine and digital health platforms can expand access to healthcare services in remote areas, while e-learning solutions can help bridge the education gap by providing students with access to quality learning materials. By investing in digital infrastructure and ICT literacy programs, governments can ensure that both urban and rural populations benefit from digital advancements.

114. Bridging the Digital Divide. A major challenge for Africa is the digital divide, which refers to the gap between those who have access to digital technologies and those who do not. In many African countries, rural populations, women, and marginalized communities are disproportionately affected by limited access to the internet, digital tools, and education. This not only exacerbates inequalities but also prevents large segments of the population from participating in the digital economy.



115. African Institute for Economic Development and Planning will focus on bridging the digital divide by promoting policies that expand broadband access, increase affordability of digital tools, and improve digital literacy. By investing in digital infrastructure, particularly in rural areas, and providing training in digital skills, African countries can ensure that all citizens are able to participate in and benefit from the opportunities created by digital transformation.

116. Overall, leveraging innovation and digital transformation is critical for enhancing economic competitiveness and improving public service delivery across African countries. African Institute for Economic Development and Planning's strategic framework emphasizes the need for innovation-driven policies, investment in digital infrastructure, and capacity-building initiatives that empower governments, businesses, and citizens to embrace the opportunities of the digital age. By fostering an inclusive digital economy, African countries can unlock new avenues for growth, improve governance, and ensure that all citizens benefit from technological advancements. In this way, innovation and digital transformation become key drivers of Africa's sustainable development and long-term prosperity. Table 2 below presents the alignment of IDEP's Strategic focus with the United Nations Sustainable Development Goals and the 7 moonshots of the Second Ten-Year Implementation Plan of the AU 2063 agenda.

Table 2. African Institute for Economic Development and Planning Strategic Orientations' Alignment with Sustainable Development Goals and Second Ten-Year Implementation Plan of Agenda 2063

African Institute for Economic Development and Planning Strategic focus	*Sustainable Development Goals*	*Moonshots Agenda 2063 Second Ten-Year Implementation Plan*
1. Macroeconomic management, Integrated Development Planning & Financing	Sustainable Development Goal 1: No Poverty Sustainable Development Goal 4: Quality Education Sustainable Development Goal 8: Decent Work and Economic Growth 17: Partnerships for the Goals	Moonshot 1: Every AU Member State attains at least Middle-Income Status Moonshot 3: Public Institutions are more Responsive Moonshot 7: Africa is a strong and influential global player
2. Fostered Regional Integration, Trade, Diversification and Industrialization	Sustainable Development Goal 8: Decent Work and Economic Growth 9: Industry, Innovation, and Infrastructure	Moonshot 1. Every AU Member State attains at least Middle-Income Status Moonshot 2: Africa is more Integrated and Connected Moonshot 4. Africa Resolves Conflicts Amicably
3. Promoting Inclusive Social Gains	Sustainable Development Goal 1: No Poverty 4: Quality Education 5: Gender Equality	Moonshot 6. Africa's Citizens are more Empowered and more Productive
4. Enhanced Sustainable use of Natural Resource Management, Climate–related challenges and Integrating Environmental dimension	Sustainable Development Goal 13: Climate Action 15: Life on Land	Moonshot 3: Public Institutions are more Responsive
5. Policies for Accelerated Infrastructure Development	Sustainable Development Goal 9: Industry, Innovation, and Infrastructure 11: Sustainable Cities and Communities	Moonshot 2: Africa is more Integrated and Connected
6. Enhanced Innovation and Digital Transformation	Sustainable Development Goal 9: Industry, Innovation, and Infrastructure 17: Partnerships for the Goals	Moonshot 6. Africa's Citizens are more Empowered and more Productive

VI. THEORY OF CHANGE

117. African nations are confronted to numerous pressing issues1. The present Theory of Change (ToC) is predicated on the belief that continuous human capital development and strengthening of institutional capacities within Africa's public sector will enhance the continent's ability to spearhead progress and unlock the potential of its private sector and civil society.

118. Several assumptions are relevant to the successful implementation of capacity building interventions, which include:

- Political: High leadership and ownership of capacity building interventions at administrative and political level and advocacy. Member States are more consistent in their choice of priorities
- Finance: Availability and timeliness of funding for capacity building interventions and absence of economic crisis.
- Policy: Openness of the policy reform agenda, receptivity to new idea, policy space for long-term reforms.
- There is a better internal and external communication.

119. The ToC of IDEP is a tool for communicating a good understanding of our interventions from its Strategic focus. It is also an approach to developing and evaluating our social change initiatives. IDEP Theory of Change: (i) helps to explain the result areas identified as its priorities; (ii) shows how its Strategic focus will help it to move progressively from the situation described in the diagnosis above to the achievement of its Strategic focus; and (iii) is a turning point from intervention theory to change. The ToC presents capacity building inputs, outputs, outcomes, the impacts and the relationship between them. It was developed considering all elements of a capacity building system; therefore, it provides a comprehensive view of the outputs and outcomes that can be expected if interventions were to address the entire capacity building system.

120. This ToC stems from IDEP's Vision, missions and Strategic focus. It explains how change will happen by connecting various elements that strengthen capacity building in member states. It highlights the link between IDEP's Vision impacts and its expected outcomes.

121. **Inputs:** Capacity building interventions can be funded through multiple disbursement mechanisms (e.g. grants, loans, trust funds, etc.) and by different Development Partners. Funding of capacity building interventions by IDEP or development partners is in general translated into signature courses, integrated capacity development program, technological resources and human resources.

122. In addition, financial resources, other inputs the integrated capacity development that help design better African Institute for Economic Development and Planning interventions. Furthermore, technological and human resources are also key inputs that African Institute for Economic Development and Planning will need. Technology resources include among other things all infrastructure for e-learning while human resources imply more staff to deliver IDEP interventions.

123. **Outputs:** IDEP outputs are the direct products and services resulting from its interventions, which are mainly within its control. Outputs are directly within the control of IDEP and are typically measured by the quantity of goods, services, or deliverables produced. These outputs reflect the African Institute for Economic Development and Planning's core mission of enhancing public sector capacity across African nations. The primary outputs delivered by IDEP include its **signature training courses, technical assistance** programs, and **knowledge creation** activities. Each of these outputs serves to support the broader goal of fostering sustainable and inclusive development across the continent.

124. The **signature courses** are designed to equip government officials and policymakers with the necessary skills and expertise to effectively carry out their roles. Through these specialized training programs, IDEP enhances the human capacity of government staff, enabling them to implement policies and strategies more efficiently, aligned with national and regional development goals.

> **“The ToC of IDEP is a tool for communicating a good understanding of our interventions from its Strategic focus.**

125. **Technical assistance** represents another critical output, where IDEP provides tailored support to public institutions in need assessment, drafting, preparing, and presenting governance and policy instruments. This direct intervention strengthens institutional frameworks, ensuring that governments are better prepared to address complex development challenges and implement reforms that promote economic growth and social welfare.

126. **Knowledge creation and Strengthening partnership.** African Institute for Economic Development and Planning's emphasis on **knowledge creation and Strengthening partnership** plays a pivotal role in improving public sector performance. By generating and disseminating knowledge, IDEP helps improve systems, business processes, and institutional infrastructure. This output contributes to more effective governance and the creation of sustainable policies, enabling African governments to adopt best practices in economic management and planning.

127. IDEP is committed to deliver an integrated modality of research and knowledge management, as the substance-wise pillars of capacity building and training. Therefore, the policy research will aim at a well-informed engagement with African policy and decision-makers, for the purpose of contributing to an effective implementation of development policies. The integrated modality of research and knowledge management will be embedded in ECA's School of Thought and Practice.

128. The policy research of IDEP, embedded in the ECA's School of Thought and Practice, will be an opportunity to promote and assess the long-lasting transformative effects on Member-States development, one of the main goals of the Commission. Hence, well-informed policy research is as well an opportunity to assess how the research products stemming from ECA are being effectively used in the continent, through an integrated and institutional holistic approach, results-based oriented. The policy research and advocacy delivered under an integrated programmatic approach will allow a more efficient synergy with the Commission, helping to promote the flagship vision(s) of ECA. In terms of research, this will be done by the joint delivery of activities and programs such as the ECA Annual Macroeconomy Day, the ECA Young Economists Network and the ECA fellowship programs.

129. Strengthening evaluation mechanism. The latest output is support to strengthen evaluation mechanism in countries to insure a good implementation of member States sustainable development plan.

Outcomes: Outcomes are the direct change of behavior or system of the beneficiaries following the delivery of the above outputs. These changes are expected in the following areas of the human and institutional capacity building system. Thus, the expected outcomes of IDEP intervention including:

(i) **Enhanced skills of professional planners and policymakers:** IDEP aims to equip public sector professionals with advanced skills and competencies in economic development, planning, and policy formulation. This outcome is expected to result in more effective.

(ii) **Enhanced public institutions:** Another key outcome is the strengthening of African public institutions, enabling them to respond more effectively to both internal and external challenges. These institutions will be better prepared to address dynamic development issues, driving structural transformation and sustainable economic growth.

(iii) **Broadened involvement from regional and national institutions:** IDEP work also focuses on fostering collaboration among regional and national entities. This outcome encourages broader participation in identifying public sector strengths and gaps, ensuring that policy design, administration, and planning are informed by diverse perspectives.

(iv) **Enhanced generation of regional and national assessments:** By supporting the production of in-depth analyses, IDEP aims to improve understanding of the public sector's capabilities and limitations.

130. Resilience, another critical dimension, addresses the capacity of African countries to withstand and recover from economic shocks, crises, and global disruptions. Through IDEP training programs, research, and advisory services, African governments are better equipped to design and implement policies that safeguard their economies against future uncertainties, thereby fostering stable and adaptable economic systems that can thrive even in the face of global challenges. The ToC summary diagram is presented below.

Table 3. IDEP Theory of Change

Impacts

Strengthened inclusive, sustainable, and resilien

Strategic Orientations (long term)

1. Strengthened integrated development planning and financing
2. Foster regional integration, diversification and Industrialization
3. Promoted inclusive Social Gains

Expected Outcomes (medium term)

Enhances skills of professional planners and policy-makers

Enhanced public institutions able to address the dynamic landscape of African development and transformation

Expected Outputs (cluent term)

Signature courses: Providing high-Quality Capacity-Building Programs in Critical Areas for Africa's Transformation

Technical assistance: Offering Innovative, Flexible, Multilingual, and Blended Learning Options

Inputs



Financial resources



Integrated Capacity Development

Assumption

- Political: High leadership and ownership of capacity building interventions
- Finance: Availability and timelines of funding
- Policy: Openness of the policy reform agenda
- Better internal and external communication

Risks

- Lack of ownership
- Political instability and insecu
- Lack of political will

t economic development for African countries

Sphere of indirect influence

4. Enhanced the sustainable use of national resources, Climate related issues and environmental dimension

5. Accelerate infrastructure Development

6. Boosted Innovation & Digital transformation

Sphere of direct influence

Broadened involvement from regional and national institutions in pinpointing public sector strengths and deficiencies in policy design, administration, and development planning

Enhances generation of regional and national assess ments detailing the strengths and shortcomings of the public sector in terms of policy creation, manage-ment, and development planning

Sphere of control

Knowledge creation and Strengthening partnership

Strengthening Evaluation Mechanisms



Technological resources



Human resources

rity

Main stakeholders

- ECA Divisions and SRO
- African countries
- Governing council
- Technical Advisory Committee (TAC)
- RCOs / UN country Teams
- Countries Permanent Representatives and Ambassadors at UN
- Bilateral and Multilateral Deveopment Partners



VII. DELIVERY MODALITIES

7.1. Integrated Capacity Development

131. The Integrated Capacity Development of IDEP and ECA is a comprehensive initiative designed to empower African Member States with the necessary tools, knowledge, and frameworks to effectively implement their development policies. Unlike conventional capacity development efforts, the Integrated Capacity Development is not solely about IDEP; rather, it represents a holistic and structured approach by ECA, positioning itself as a "one-stop shop" for Member States seeking support in policy implementation, capacity building, and sustainable development strategies. This program is geared toward generating long-term transformative effects rather than just short-term interventions, aiming to support Africa's development agenda while addressing the structural bottlenecks that hinder progress toward the Sustainable Development Goals.

132. The Integrated Capacity Development is strategically structured to equip Member States with the necessary skills to design, implement, monitor, and evaluate their development policies. By embedding a School of Thought and Practice, ECA and IDEP leverage a cohesive framework that integrates the Theory of Change, knowledge management, collaboration, and innovation. This framework ensures that capacity-building efforts are not only theoretical but are rooted in Africa's specific challenges and opportunities. The program covers a wide range of thematic areas, including trade, ICT for development, illicit financial flows, gender equality, extractive industries, and governance. Through these targeted interventions, the Integrated Capacity Development fosters a knowledge-driven approach to policymaking, ensuring that African countries are well-equipped to navigate the complexities of the global economy.

133. By applying a results-based approach, complemented by Strengths, Weaknesses, Opportunities and Threats analysis and Theory of Change, the program builds on IDEP historical strengths and comparative advantages. Additionally, Member States are guided through six Sustainable Development Goal transformation pathways and seven "moonshots", ensuring that their development strategies are aligned with both continental and global priorities.

134. The operational execution of the Integrated Capacity Development benefits from the African Institute for Economic Development and Planning's strong institutional foundation and its historical ties with ECA. With over 60 years of experience in development planning, IDEP remains at the forefront of policy training and knowledge dissemination. This institutional synergy allows for coordinated efforts across ECA's divisions and sub-regional offices, fostering an integrated and results-oriented capacity development approach. To maximize impact, the Integrated Capacity Development leverages internal and external collaborations with universities, think tanks, research institutions, the private sector, and philanthropic organizations. Training programs are further strengthened through partnerships with the United Nations Institute for Training and Research, the United Nations Staff College, and regional commissions, ensuring that the curriculum remains relevant and internationally recognized.

135. The training structure under the Integrated Capacity Development encompasses integrated planning, strategic planning processes, spatial planning and Geographical Information Systems, foresight and scenario planning, sectoral approaches, social dimensions in planning, and data-driven decision-making using Artificial Intelligence. A shift from standalone courses to a structured curriculum with recognized certifications ensures greater institutional capacity and credibility. Moreover, Integrated Capacity Development incorporates crosscutting themes such as knowledge management, gender equality and social inclusion, human rights-based approaches, and environmental sustainability, ensuring that training outcomes are holistic and inclusive.

136. The transformational impact of Integrated Capacity Development extends beyond technical training to behavioral change, institutional learning, and policy innovation. By institutionalizing knowledge management practices and strategically integrating with ECA's School of Thought and Practice, the program ensures sustainable capacity development. Moreover, through engagement with young researchers, policymakers, and academia, Integrated Capacity Development facilitates a continuous exchange of best practices, peer learning, and research-driven policy development. Key initiatives such as the ECA Fellowship Program and the ECA Annual Macroeconomy Day provide a platform for linking research with policymaking, thereby reinforcing evidencebased development strategies.

137. Despite its strong conceptual foundation, Integrated Capacity Development faces challenges related to financial and human resource sustainability. The lack of predictable funding threatens annual work plan implementation and exposes IDEP to financial and reputational risks. Additionally, insecure employment and insufficient staffing limit the African Institute for Economic Development and Planningability to fully operationalize its capacity-building initiatives. To address these challenges, Integrated Capacity Development is exploring financial diversification strategies, including the establishment of an endowment fund, fee-paying courses, and multi-source funding through mechanisms like RB, RPTC, XB, DA, and the Sustainable Development Goals Fund. Strengthened inter-divisional collaboration within ECA is also key to ensuring that resources are optimally allocated and that competition for funding does not undermine collective efforts.

138. The successful implementation of Integrated Capacity Development requires institutional commitment, clear role assignments, incentives, and accountability mechanisms. Through joint planning, shared responsibilities, and structured monitoring and evaluation, IDEP and ECA aim to deliver impactful and sustainable capacity development services. By aligning their efforts under a common vision, the Integrated Capacity Development ensures that African policymakers and institutions are well-equipped to drive economic transformation, strengthen governance, and implement effective development policies.

7.2. Policy Research and Advocacy

139. IDEP's delivery model for policy research and advocacy is meticulously designed to produce high-quality, impactful research that informs and shapes policy decisions across Africa. By conducting comprehensive and rigorous research, IDEP aims to address critical economic and social issues that affect the continent.

140. Central to this model is the development of a variety of scholarly and practical outputs for knowledge management, including policy briefs, working papers, and extensive publications. These documents are crafted to provide clear, actionable insights and evidence-based recommendations to policymakers, helping them navigate complex challenges and make informed decisions.



141. The research conducted by IDEP covers a wide range of topics pertinent to Africa's development, from economic planning and public administration to sustainable development and social policy. This breadth ensures that the research is relevant and aligned with the pressing needs of African nations. Through its policy research and advocacy, IDEP emphasizes integrated work to align its efforts with the needs of member states, creating synergistic solutions to developmental priorities.

142. IDEP also places a strong emphasis on accessibility and dissemination. By leveraging both traditional and digital platforms, IDEP ensures that their research reaches a broad audience, including government officials, policy makers, academics, and other stakeholders. This multifaceted approach enhances the visibility and impact of their work, facilitating informed dialogue and advocacy at both national and regional levels.

143. Ultimately, IDEP policy research and advocacy efforts aim to foster a more informed, responsive, and effective governance framework across Africa, contributing to the continent's sustainable development and prosperity.

> **Despite its strong conceptual foundation, Integrated Capacity Development faces challenges related to financial and human resource sustainability.**

7.3. Knowledge Management and Technological Innovation

144. The Knowledge Management strategy at IDEP is designed to position the institute as a hub for knowledge dissemination and application aligned with ECA's School of Thought and Practice. This strategy ensures that research, case studies, and analytical insights are effectively transformed into actionable tools for policymakers, practitioners, and institutions across Africa. African Institute for Economic Development and Planning's approach to knowledge management focuses on enhancing accessibility, leveraging digital innovations, fostering system learning, and reinforcing capacity-building efforts to drive sustainable development aligned with Agenda 2063 and the Sustainable Development Goals.

- **Strategic focus on Knowledge Management.** This strategy is designed to bridge research, training, and policymaking, ensuring that knowledge translates into actionable tools. By transforming research into policy briefs, training materials, and case studies, IDEP empowers evidence-based decision-making. Its knowledge management efforts continuously adapt to Africa's evolving socio-economic landscape, aligning research with training to create a seamless link between capacity-building and policy formulation.
- **Digital Learning and Knowledge Dissemination.** Leveraging technology, IDEP will enhance learning through advanced e-learning platforms, artificial intelligence-driven analytics, and immersive tools like virtual reality. Diversified content formats, including webinars, podcasts, and interactive modules, will expand accessibility. Mobile applications will further support continuous learning, providing policymakers with realtime, on-the-go access to critical knowledge.
- **System Learning: A Data–Driven Approach to Knowledge Management.** IDEP embeds AI-powered analytics to track engagement, assess learning outcomes, and refine training programs. This data-driven approach ensures alignment with emerging needs, fosters cross-sectoral collaboration, and continuously enhances the African Institute for Economic Development and Planning's capacity-building impact.
- **Fostering Knowledge–Sharing Communities.** IDEP strengthens engagement through communities of practice, fostering dialogue among policymakers, researchers, and alumni. Strategic partnerships with African think tanks, regional organizations, and academic institutions reinforce its interdisciplinary reach, while joint research and training initiatives with the AU and United Nations expand IDEP influence.
- **Innovative Knowledge Management Practices.** A Unified Knowledge Hub at the United Nations House, Senegal, will facilitate high-level knowledge exchange. Institutionalizing best practices, capturing expert insights, and leveraging microlearning and gamification will further enhance engagement and knowledge retention, solidifying the African Institute for Economic Development and Planning's role as a center of excellence.

145. As part of ECA's intellectual tradition, the School of Thought and Practice serves as a foundational pillar that bridges knowledge production and applied capacity development. Anchored within IDEP, this initiative positions the Institute as the operational arm of the ECA's strategic thinking, offering a platform where flagship reports, analytical work, and policy research are systematically translated into training content, actionable insights, and strategic dialogue. This articulation enhances coherence between knowledge generation and practice-oriented learning, reinforcing IDEP's mission to support member States with cutting-edge, context-relevant, and transformative policy tools. By institutionalizing both thought and practice functions, IDEP affirms its role not only as a center of excellence in capacitybuilding, but also as a critical vector for the dissemination and application of ECA's core thinking and development agenda.

146. As the custodian of the School of Thought and Practice, IDEP ensures that ECA knowledge is not only generated but actively applied to policy and governance. This framework integrates rigorous research with practical insights, equipping member states with forward-thinking strategies to navigate complex development

7.4. Partnerships and Collaborations

147. IDEP's strategic plan for partnerships and collaborations is designed to leverage synergies and foster robust alliances that enhance its strategic objectives. A key component of this plan is to strengthen collaborations with regional and international organizations. IDEP will continue to engage with entities such as the African Union, various United Nations agencies, multilateral development banks, and other significant international development partners. These collaborations will facilitate knowledge exchange, resource mobilization, joint initiatives and best practice sharing that align with the diverse developmental goals across the continent.

148. In alignment with the evolving global development landscape, IDEP will also broaden its collaboration base by engaging with non-traditional stakeholders. This includes building strategic partnerships with the private sector, academia, research institutions, and civil society organizations. By diversifying its network, IDEP aims to integrate a wider range of resources, expertise, and innovative solutions, ensuring the institute's training and capacity-building programs are not only relevant but also at the cutting edge of sustainable development. This multifaceted approach ensures that IDEP remains adaptive and responsive to the evolving needs of African nations. The collaborative framework not only enhances the effectiveness of IDEP programs but also fosters a sense of ownership and collective effort among its partners .

149. To further enhance the sustainability and impact of its programs, IDEP will explore partnerships through fee-based courses, implementing a cost-recovery model that aligns with the Integrated Capacity Development initiative. Under this model, both IDEP and its partners will collaborate to mobilize resources to achieve their shared objectives. The selection of programs or modules for this approach will primarily focus on their potential for revenue generation, which will help sustain partnerships and support future capacity-building initiatives.

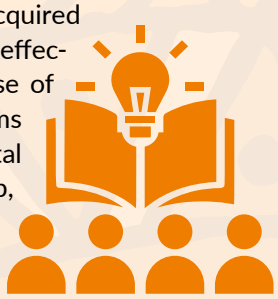
150. In its role as the custodian of the School of Thought and Practice, IDEP will forge partnerships that enhance the application of ECA's knowledge to real-world policy and governance challenges. These collaborations will engage diverse stakeholders, including research institutions, think tanks, and policy networks, to ensure that the principles of the School of Thought and Practice are embedded in capacity-building efforts and policy formulation across the continent. By partnering with academic and research entities, IDEP will promote a culture of evidence-based decision-making, fostering deeper policy coherence and strengthening the institutional capacity of African Member States to tackle pressing development issues. These partnerships will also facilitate knowledge transfer, ensure that African perspectives shape global development dialogues, and contribute directly to advancing Agenda 2063 and the Sustainable Development Goals through innovative, impactful, and sustainable governance practices.

151. To enhance the financial sustainability of the African Institute for Economic Development and Planning, a concerted effort will be made to improve the collection of assessed contributions from African Member States, which have historically been low since the Institute's inception in 1962. While IDEP is diversifying its funding strategy through innovative mechanisms such as fee-based courses, multi-source funding, and partnerships, the financial support from member states remains critical to the Institute's long-term viability. African Institute for Economic Development and Planning will engage with Member States through targeted advocacy and dialogue, highlighting the importance of their contributions in advancing the continent's development agenda. By demonstrating the tangible benefits of IDEP programs and their alignment with the goals of Agenda 2063 and the Sustainable Development Goals, IDEP aims to foster a renewed commitment from Member States, ensuring that their financial contributions are seen as an investment in Africa's sustainable future. Strengthening this financial partnership will be key to maintaining the Institute's operational capacity and continuing its pivotal role in capacity-building and policy development across the continent.

152. Through these strategic alliances, IDEP aspires to contribute significantly to sustainable development and the realization of continental agendas such as Agenda 2063. The success of IDEP partnerships lies in promoting integrated work that bridges institutional collaborate, resource mobilization and innovative funding mechanisms. By leveraging partnerships with regional and international stakeholders, including fee-based courses through a cost-recovery model, IDEP can ensure that its initiatives are not only sustainable but also aligned with Africa's long-term development goals. This collaborative framework fosters collective ownership, enhances the impact of capacity-building efforts, and supports the realization of the Sustainable Development Goals across the continent.

7.5. Workforce to implement the Strategic Framework

153. To ensure both sustainability and continuity of the activities, the Institute acquired six additional professional posts, under a request approved by ECOSOC in 2023. To effectively implement the Strategic Framework 2026-2030, IDEP will need an increase of human resources coupled with a well-prepared workforce strategy. The strategy aims at attracting and retaining qualified staff, strengthening core competencies, digital upskilling and knowledge sharing to transform IDEP in an up-to-date learning hub, in a clear alignment with the Institute's strategic priorities. The areas of focus of the capacity development of the staff include eenhancing talent development on a continuous learning-basis.



7.6. Communication

154. To enhance its strategic visibility and strengthen engagement with stakeholders, IDEP will implement a proactive and integrated communication approach across all its delivery modalities. This will entail systematically highlighting the Institute's contributions—its training programmes, knowledge products, and strategic dialogues—through targeted outreach to African governments, entities of the United Nations system, development partners, academic institutions, and regional organizations. These communication efforts will be closely aligned with the UNECA communication strategy and will leverage digital platforms, social media, flagship publications, promotional materials, and high-level events to amplify awareness of IDEP's role as the operational arm of the School of Thought and Practice. Increased visibility will not only consolidate IDEP's institutional identity but also reinforce its value proposition to member States, donors, and partners, thereby fostering demanddriven collaboration and sustainable engagement.

155. The IDEP Communication Strategy for 2026–2030 will build upon these efforts to further strengthen the Institute's visibility, influence, and relevance as Africa's leading center of excellence in development policy training, research, and advisory services. It will focus on consolidating IDEP's brand image, demonstrating its expertise and impact, and cultivating a dynamic community of learners, alumni, and partners actively engaged in policy dialogue, collaboration, and knowledge exchange on African development issues.

156. Consistent with ECA's overarching communication framework, IDEP's approach will be anchored on four strategic pillars: (i) repositioning the Institute as a continental reference institution; (ii) promoting its role as a premier knowledge hub; (iii) expanding knowledge dissemination through innovative and inclusive digital tools; and (iv) leveraging communication as a catalyst to inform and influence development policies and practices. The strategy will adopt a multilingual, participatory, and data-driven communication model, underpinned by strategic partnerships, to ensure coherence, reach, and impact of IDEP's messages at the continental level.

> **"The strategy aims at attracting and retaining qualified staff, strengthening core competencies, digital upskilling and knowledge sharing to transform IDEP in an up-to-date learning hub, in a clear alignment with the Institute's strategic priorities.**

VIII. RESOURCE MOBILIZATION

8.1. Resource Mobilization Strategy Plan

157. To effectively implement its strategic framework, IDEP will enhance its resource mobilization strategy to secure access to diverse funding streams essential for supporting its mission. This involves engaging with a diverse range of donors, development partners, and member states to obtain the financial and technical resources necessary to sustain its programmes. By broadening its funding base, IDEP will increase its financial resilience and operational sustainability.

158. IDEP resource mobilization strategy plan is multifaceted. The institute will cultivate relationships with traditional donors such as government agencies and international organizations, while also exploring opportunities with non-traditional donors, including private sector entities, philanthropic foundations, and impact investors. This diversified approach not only mitigates the risk associated with dependence on a single funding stream but also broadens access to both financial capital and specialized expertise.

159. Key to this strategy is the development of compelling proposals that clearly articulate the impact and value of IDEP programs. These proposals will not only focus on financial contributions but will also highlight opportunities for resource-sharing, in-kind support, and technical collaboration, ensuring that partnerships add value beyond financial capital. By demonstrating the tangible benefits of their initiatives, IDEP seeks to inspire confidence and commitment from potential donors and partners. Additionally, IDEP will leverage its existing networks and cultivate new partnerships to foster collaboration and resource sharing.

160. Ultimately, this robust resource mobilization framework is designed to support the African Institute for Economic Development and Planning's mission of driving impactful development outcomes across Africa, ensuring the organization can continue to address critical economic and social issues effectively.

The global amount needed to implement the overall Strategic Plan for five years is of USD 29,000,000, within a funding gap of USD 11,500,000. The detailed budget is described in Annex 5.

8.2. Recommendations for the implementation of the strategic plan

161. To effectively implement IDEP's Strategic Framework 2026-2030, resource mobilization is essential to support programs across macroeconomic management, social development, and sustainable financing. The following five targeted resource mobilization recommendations will help to achieve this objective.

162. **Diversify Funding Sources through Multi–Partner Collaboration.** African Institute for Economic Development and Planning should pursue funding from a mix of traditional donors, development banks (e.g., African Development Bank, World Bank), regional economic bodies and philanthropic foundations. Establishing partnerships with organizations aligned with Africa's developmental goals would ensure a steady flow of funds and shared resources. African Institute for Economic Development and Planning could create multi-partner agreements that promote long-term commitments, combining financial support with in-kind resources, like research data or technical expertise.

163. **Enhance Private Sector Engagement and Public–Private Partnerships.** To bridge funding gaps, IDEP will actively engage with the private sector, particularly in areas such as infrastructure, digital transformation and climate resilience. By developing public-private partnerships, IDEP can leverage private investment to complement public financing. Private sector partners may provide capital, technology, and management expertise, with opportunities for shared ownership or benefits derived from outcomes, particularly in energy, transport, and digital infrastructure projects.

> **The global amount needed to implement the overall Strategic Plan for five years is of USD 29,000,000, within a funding gap of USD 11,500,000.**

164. Implement fee–based courses: African Institute for Economic Development and Planning will implement a structured approach to generating revenue through fee-based courses as part of its resource mobilisation strategy. This strategy involves designing and offering high-quality, fee-based training programs that align with the specific needs of African governments, development practitioners, and other stakeholders. By introducing a tiered pricing model, IDEP can cater to various groups, including government officials, private sector professionals, and international participants, offering different levels of access and benefits. Additionally, IDEP can create partnerships with academic institutions, United Nations agencies, and development organizations to offer joint certification programs, further expanding its reach and financial sustainability. The revenues generated from these courses will not only support the continued delivery of African Institute for Economic Development and Planning training programs but will also contribute to the development of new, specialized courses that address emerging challenges in governance, economic development, and sustainable development.

165. Develop a Dedicated African Institute for Economic Development and Planning Endowment Fund. Creating an African Institute for Economic Development and Planning endowment fund would provide a sustainable source of income over the long term. By attracting donations from foundations, philanthropists, and alumni networks, this fund can grow over time and finance critical capacity-building activities, research, and emergency funding needs. An endowment fund ensures financial stability, allowing IDEP to maintain program continuity, even during periods of fluctuating external funding.



166. Increase Payment of Contributions by African Member States: IDEP will continue to proactively engage Member States in recognizing the value of their contributions to the Institute's mission. This will be achieved through a comprehensive advocacy campaign that highlights the tangible benefits Member States receive, such as capacity-building support, policy development, and specialized training programs. African Institute for Economic Development and Planning will also explore the option of implementing incentive-based models, where early or full payment of contributions could be rewarded with priority access to training programs, research outputs, or technical assistance. Strengthening communication channels with Member States, emphasizing the importance of their financial support in achieving the goals of Agenda 2063 and the Sustainable Development Goals, will foster a sense of ownership and accountability. Additionally, IDEP will continue to implement flexible payment plans and options, allowing countries facing financial difficulties to contribute on a more manageable schedule.

167. These resource mobilization strategies would ensure diversified, sustainable, and resilient funding for IDEP initiatives, supporting the achievement of its strategic goals and enhancing its impact on Africa's development landscape.

> **Creating an African Institute for Economic Development and Planning endowment fund would provide a sustainable source of income over the long term.**

IX. MONITORING AND EVALUATION

168. IDEP's Monitoring and Evaluation (M&E) framework will be anchored in a dynamic and results-oriented approach. Central to this system will be a set of Key Performance Indicators, designed to translate strategic goals into measurable outcomes. These Key Performance Indicators will serve not only to monitor progress, but also to drive continuous learning, inform decision-making, and ensure accountability across all levels of implementation. By aligning Key Performance Indicators with real-time tracking tools, structured reporting mechanisms, AI-driven insights, and feedback from IDEP's alumni network, the M&E framework will ensure that capacity development efforts remain impactful and responsive to Africa's evolving development priorities.

9.1. Monitoring

169. **Real–Time Monitoring System.** African Institute for Economic Development and Planning will employ a real-time monitoring system powered by digital dashboards. These dashboards will be generated from the interactive training and tracking platform, allowing stakeholders to observe progress and make data-driven decisions. This system will ensure that program implementation remains aligned with the IDEP's strategic objectives and facilitates timely interventions where necessary.

170. Comprehensive Data Collection. Data collection within the IDEP's Monitoring and Evaluation framework will be conducted using platforms such as SurveyMonkey, which facilitate efficient feedback gathering from stakeholders. This participatory approach ensures inclusivity, as multiple actors contribute to the evaluation process.

171. **Key Performance Indicators (KPIs)and Data–Driven Assessment.** To monitor effectiveness accurately its strategy, IDEP will implement a set of clearly defined Key Performance Indicators tailored to each initiative and strategic goal. These key performance indicators serve as benchmarks to assess progress and outcomes. Annex 3 describes the KPIs 2026-2030.

9.2. Evaluation

172. The use of both quantitative and qualitative assessment tools—such as surveys, interviews, and data analytics—ensures that IDEP has a holistic evaluation of program performance. This methodology facilitates real-time tracking of participants' learning experiences and post-training impact, allowing IDEP to refine and optimize its offerings.

173. The evaluation system follows a structured methodology, assessing both short-term and long-term impacts of the African Institute for Economic Development and Planning's initiatives. The findings from these evaluations feed into quarterly reports under the Annual Performance and Progress Review Mechanism, offering essential insights for the African Institute for Economic Development and Planning's governance bodies, including the Governing Council and the Committee of Management.

174. Digital Certification and Alumni Network. To reinforce the credibility of its training programs, IDEP has implemented a secure digital certification system. Credentials are validated through unique codes, enhancing the authenticity of certifications and strengthening IDEP's reputation as a leading institution in economic development planning. Furthermore, an active alumni network, supported by a continuously updated database, fosters a community of practice where graduates can share experiences, collaborate on projects, and continue their professional development.

175. **Advanced Technological Platforms for Monitoring and Evaluation.** To further strengthen monitoring and evaluating capabilities, IDEP leverages AI and advanced technological platforms for data collection, analysis, and reporting.

176. These technological advancements significantly enhance IDEP's ability to track learning progress, measure impact, and adjust programs to better serve its target audience.

9.3. Reporting System

177. Multi–Level Reporting and Stakeholder Engagement. One of the key strengths of IDEP's Monitoring and Evaluation system is its structured reporting mechanism. This includes:

- Quarterly briefs targeted at ambassadors to facilitate diplomatic engagement and policy alignment.
- Annual institutional reports, consolidating all findings and presented to the African Institute for Economic Development and Planning's key governance bodies for strategic decision-making.

178. This layered approach ensures that Monitoring and Evaluation efforts are transparent, structured, and actionable, allowing for timely adjustments when necessary.

179. Continuous Learning and Adaptive Strategies. A dynamic approach to monitoring and evaluation is at the heart of the African Institute for Economic Development and Planning's framework. By continuously refining strategies based on feedback and measurable outcomes, IDEP fosters a culture of learning and adaptation. This ensures that programs evolve in response to shifting regional and global development challenges. Additionally, the framework institutionalizes knowledge management practices, enabling continuous learning, best-practice sharing, and evidence-based policymaking.

180. Digital Learning Hub and Impact Assessment. A central component of the African Institute for Economic Development and Planning's Monitoring and Evaluation approach is the Digital Learning and Impact Hub. This hub serves as a knowledge repository, aggregating data from:

- Training programs
- Research initiatives
- Policy dialogues

181. The hub enables IDEP to measure the effectiveness of its interventions by tracking participant engagement, performance, and their subsequent contributions to economic development in their respective countries.

182. Integration with the ECA School of Thought. As part of the broader ECA framework, the African Institute for Economic Development and Planning's Monitoring and Evaluation system aligns with the ECA School of Thought and Practice. This ensures that the African Institute for Economic Development and Planning's capacity development efforts:

- Support continental economic transformation
- Promote governance, gender equality, and sustainable development
- Foster collaboration with ECA divisions and sub-regional offices

183. Through this synergy, IDEP enhances its monitoring capabilities by leveraging shared knowledge, expertise, resources from across and the ECA ecosystem.

> **"The use of both quantitative and qualitative assessment tools—such as surveys, interviews, and data analytics—ensures that IDEP has a holistic evaluation of program performance.**



X. RISK MANAGEMENT

184. The risk assessment for the African Institute for Economic Development and Planning's strategic framework implementation is a crucial process that identifies and evaluates potential challenges that may impact the effectiveness of the African Institute for Economic Development and Planning's programs and operations. African Institute for Economic Development and Planning continues to face multiple risks that could hinder its ability to deliver sustainable and impactful results. To ensure resilience and operational efficiency, IDEP has identified ten key risks that require proactive mitigation strategies.

185. IDEP faces ten key risks that could significantly impact its ability to deliver on its mandate. Chief among these are funding shortfalls driven by budgetary constraints and unpredictable financial contributions from Member States. Political instability also poses a threat, as shifts in government priorities or economic disruptions can derail planned activities. Inadequate engagement and limited responsiveness from key stakeholders further undermine the African Institute for Economic Development and Planning's reputation, weakening partnerships and hindering resource mobilization efforts. Business continuity risks associated with the upcoming office relocation must also be managed to ensure the uninterrupted delivery of essential services. Alongside this, effective change management is crucial, as staff adaptation to new logistical and cultural environments can significantly impact morale and productivity. Finally, insufficient human resources and uncertainty around staff retention present operational challenges, increasing workload pressures and risking delays in program execution.

186. These ten risks, which will be described in detail below, highlight the critical areas that IDEP must navigate to successfully implement its strategic framework. By identifying and mitigating these challenges, IDEP aims to enhance its institutional capacity, strengthen its partnerships, and ensure that its initiatives remain effective and aligned with Africa's long-term development goals.

187. **Funding Shortfall.** The Funding Shortfall risk arises due to limited funding from the regular budget, low and unpredictable contributions from member states. This shortfall hampers the African Institute for Economic Development and Planning's ability to strengthen development planning in African countries, ultimately affecting the achievement of program outcomes. Given its high probability, a mitigation plan is necessary. To address this challenge, IDEP must diversify its fundraising strategies by engaging in private sector partnerships, securing grants, and exploring alternative financing mechanisms. Establishing a finance resilience framework will enable the organization to navigate fluctuating funding landscapes effectively. Additionally, regular financial monitoring and adjustments will ensure that IDEP remains financially sustainable and continues delivering impactful programs.

188. **Political Instability.** Political Instability poses a significant risk to the African Institute for Economic Development and Planning's strategic framework implementation. Changes in government priorities, election results that may not be widely accepted, and high levels of unemployment in some member states can disrupt planned activities. The primary impact includes delays in project implementation, the need for strategic realignment, and altered partnership dynamics that could weaken collaboration and support. To mitigate these risks, IDEP should develop adaptive policy frameworks that can withstand political transitions. Continuous risk assessment linked to political trends will help IDEP anticipate challenges and take proactive measures. Strengthening the ownership of policies among member states will also ensure continuity and commitment. Additionally, IDEP should enhance its capacity-building efforts in areas such as social protection, employment, and gender-responsive policies, ensuring resilience in times of political change.



IDEP faces ten key risks that could significantly impact its ability to deliver on its mandate.

189. Insufficiency of human resources and uncertainty in staff retention. The risk of human resource constraints stems from limited funding, reliance on short-term contracts, and delays in recruitment processes. These challenges impact the African Institute for Economic Development and Planning's ability to attract and retain qualified staff, increasing pressure on existing personnel and leading to burnout, reduced productivity, and the loss of institutional knowledge. Uncertainty around contract renewals also compromises long-term planning and program continuity. To mitigate this risk, IDEP must develop a comprehensive human resource strategy aligned with its 2026–2030 Strategic Framework, secure stable funding for positions, and streamline recruitment processes. Cross-training staff and engaging consultants or partners for temporary support will enhance operational agility, while partnerships with academic institutions may provide shared staffing resources. These measures are crucial for strengthening workforce stability and effective program delivery.

190. Deterioration of the African Institute for Economic Development and Planning's reputation and credibility. African Institute for Economic Development and Planning's reputation is at risk of erosion due to reduced engagement from Member States, inconsistencies in program delivery, outdated training methodologies, and limited communication of achievements. These factors undermine the African Institute for Economic Development and Planning's perceived relevance, weaken stakeholder confidence, and hinder participation and funding. To address this risk, IDEP must enhance stakeholder engagement through regular consultations, align initiatives with national development agendas, and implement feedback mechanisms. Strategic communication, including the use of alumni success stories and high-level advocacy, will help reinforce the African Institute for Economic Development and Planning's value proposition. Strengthening program quality and integrating the School of Thought and Practice into research and training will further boost credibility and institutional standing. Coordination with United Nations Resident Coordinators and maintaining an updated list of focal points will also enhance responsiveness.

191. Inadequate Business Continuity Preparedness and Management. The risk of Inadequate Business Continuity Preparedness and Management stems from the African Institute for Economic Development and Planning's relocation to the new United Nations House in Diamniadio. Critical services may be temporarily unavailable, affecting both staff and stakeholders. To prevent these issues, IDEP must develop a comprehensive business continuity plan outlining procedures to maintain core operations. Ensuring that all systems and processes are fully operational before the move will minimize disruptions. Maintaining clear communication with stakeholders about service status during the transition and implementing interim solutions will help ensure that essential services continue without interruption.

192. Inadequate Change Management and Staff Adaptation to Office Relocation. Staff who have worked at the previous office for decades may resist moving to a new location. The move to a more remote area with fewer amenities could negatively impact morale, leading to increased stress, reduced job satisfaction, and potential staff turnover. Additionally, the integration of African Institute for Economic Development and Planning personnel with staff from more than 20 different organizations in the new location may present cultural and operational challenges. To mitigate these risks, IDEP must provide clear communication about the move, offering guidance and support systems to help staff adapt. Arranging transport solutions, particularly in coordination with the United Nations System, will ease logistical burdens. Employee support programs, including counseling services, will help mitigate the psychological and professional impact of the relocation. Facilitating integration efforts among various organizations will also be essential to maintaining a productive work environment.

> **The risk of human resource constraints stems from limited funding, reliance on short-term contracts, and delays in recruitment processes.**

193. Continuous Modernization/Sophistication of E–Learning Infrastructures. As IDEP increasingly relies on digital learning platforms to enhance accessibility and capacity-building efforts, the need for continuous modernization and technological upgrades of its e-learning infrastructures becomes a significant challenge. Rapid technological advancements require IDEP to regularly update its digital tools, integrate new learning methodologies, and enhance user experience to remain competitive and effective. Failure to keep pace with modern e-learning innovations could lead to outdated content, reduced learner engagement, and limited accessibility for policymakers and professionals across Africa. Additionally, the growing expectation for immersive learning experiences, such as Artificial Intelligence-driven assessments, interactive modules, and augmented reality, adds to the complexity and cost of maintaining a state-of-the-art learning platform. To mitigate this risk, IDEP must develop a long-term e-learning modernization strategy, ensuring that investments in digital infrastructure are sustainable and aligned with technological trends. Establishing partnerships with leading elearning providers and technology firms can help IDEP stay ahead in digital learning innovation. Furthermore, regular assessments and feedback loops from learners will provide insights into necessary improvements. By prioritizing scalability, accessibility, and usability, IDEP can ensure that its digital learning infrastructure remains cutting-edge and continues to meet the evolving needs of African policymakers and practitioners.



194. Excessive Use of Artificial Intelligence. Artificial Intelligence has become an essential tool in e-learning, research, and capacity-building. However, an excessive reliance on Artificial Intelligence poses risks, including over-automation, reduced human interaction, and ethical concerns regarding data privacy and algorithmic biases. While Artificial Intelligence -driven learning platforms can enhance efficiency through automated assessments, personalized content delivery, and predictive analytics, overuse may lead to reduced critical thinking, lack of contextual adaptation, and exclusion of learners who prefer traditional engagement methods. Moreover, Artificial Intelligence-generated insights may not always fully capture socio-political complexities, leading to potential misinterpretation of development challenges. To mitigate this risk, IDEP must balance Artificial Intelligence integration with human-centered learning approaches. The institution should adopt a hybrid model, where Artificial Intelligence complements human expertise rather than replacing it. This involves ensuring human oversight in Artificial Intelligence -driven decision-making, incorporating live discussions, expert-led training, and personalized coaching alongside Artificial Intelligence tools. Additionally, developing Artificial Intelligence governance policies to monitor bias, ensure data privacy, and maintain ethical standards will be crucial. By maintaining a blended approach that leverages Artificial Intelligence without compromising human engagement, IDEP can maximize the benefits of digital transformation while preserving the quality and inclusivity of its capacity-building programs.

195. Competition with Other Capacity–Building Institutions. African Institute for Economic Development and Planning operates in an environment where numerous capacity-building institutions, both within and outside Africa, offer training programs for policymakers, researchers, and development practitioners. The rise of global online learning platforms, regional development training centers, and private sector-led initiatives has intensified competition, making it challenging for IDEP to maintain its unique position. If IDEP does not continuously differentiate its offerings, there is a risk that Member States and institutions may seek alternative training providers that are perceived as more innovative, cost-effective, or globally recognized. To mitigate this risk, IDEP must leverage its strategic advantage as a United Nations-affiliated African institution by offering specialized, contextspecific training tailored to the unique needs of African policymakers. Strengthening the IDEP's School of Thought and Practice, expanding its partnerships with regional institutions, and integrating African case studies into training programs will enhance its relevance. Additionally, certification programs, accreditation partnerships with universities, and exclusive policy-focused training for Member States will increase the IDEP's competitiveness. Investing in marketing, outreach, and alumni networks will also reinforce the African Institute for Economic Development and Planning's visibility and ensure that its training programs remain the preferred choice for African professionals seeking capacity-building.

196. **Energy (Electricity) and Digital (Infrastructure) Gap.** Despite the increasing reliance on digital learning and virtual capacity-building, unequal access to reliable electricity and digital infrastructure remains a major challenge in many African countries. Frequent power outages, limited internet penetration, and high data costs hinder equitable access to the African Institute for Economic Development and Planning's e-learning platforms and digital resources. These disparities disproportionately affect policymakers and learners in remote or underdeveloped regions, potentially leading to exclusion and reduced participation in the African Institute for Economic Development and Planning's training programs. To address this risk, IDEP must adopt inclusive digital strategies that account for infrastructure limitations. Offline-accessible learning materials, mobilecompatible content, and downloadable training resources can ensure that users with limited internet access can still participate in the African Institute for Economic Development and Planning's programs. Partnering with telecommunications companies and advocating for reduced data costs for educational content can improve access. IDEP should also explore hybrid learning models, combining online and in-person workshops in regions with limited digital access. By proactively adapting digital learning strategies to Africa's infrastructure realities, IDEP can ensure broader participation and equity in its capacity-building initiatives.

197. The table below provides a comprehensive overview of the additional risks IDEP faces and their corresponding mitigation strategies to ensure sustainable and effective implementation of its strategic framework.

> **Despite the increasing reliance on digital learning and virtual capacity–building, unequal access to reliable electricity and digital infrastructure remains a major challenge in many African countries.**

Table 4. IDEP Risk Assessment

Risk	*Causes*	*Impact Description*	*Probability*	*Mitigation Plan*
Funding Shortfall	Limited funding from regular budget, low member state contributions.	Hampers ability to strengthen development planning, affects program outcomes.	H	Change the IDEP's business model, develop a comprehensive fundraising strategy, establish a financial resilience framework through an endowment fund, regularly monitor and adjust the financial plan, enhance engagement with member states to improve contribution collection, and create fee-based courses.
Political Instability	Changes in government priorities, contested elections, high unemployment.	Delays in implementation, need for strategic adjustments, partnership disruptions.	H	Develop adaptive policy frameworks, continuous risk assessment, and enhance policy ownership.

Risk	*Causes*	*Impact Description*	*Probability*	*Mitigation Plan*
Insufficiency of human resources and uncertainty in staff retention	Limited staff funding, reliance on temporary and extrabudgetary positions, a competitive job market, uncertainty in long-term project funding, and lack of career progression due to the nature of contracts.	Employee overburdening, declining service quality, difficulty managing diverse programs, increased staff stress due to job insecurity, challenges in long-term planning, and loss of critical expertise.	H	Develop a comprehensive Human Resource strategy aligned with the African Institut for Economi Development and Planning's 2026-2030 framework, secure long-term funding, implement staff cross-training, consider hiring consultants or temporary staff, explore partnerships for resource sharing, and streamline processes to enhance efficiency.
Deterioration of the African Institute for Economic Development and Planning's reputation and credibility	Inadequate engagement and responsiveness, Perceived lack of relevance and impact, inconsistent programme delivery, outdated capacity development approaches, inadequate communication of the African Institute for Economic Development and Planning's achievements.	Decreased demand for the African Institute for Economic Development and Planning's programs, reduced funding and partnership opportunities, weakened influence on policymaking and development planning, potential loss of support from key stakeholders, and the long-term erosion of the African Institute for Economic Development and Planning's position as a center of excellence in economic and development planning.	M	Strengthen stakeholder engagement through regular consultations, enhance communication and visibility, update curricula, and refine training methodologies. Leverage high-level champions and integrate the African Institute for Economic Development and Planning's School of Thought and Practice into programs and research initiatives.
Inadequate Business Continuity Preparedness and Management	Relocation to the new United Nations House in Diamniadio.	Service disruptions, reputational harm, financial losses, and operational backlogs.	L	Develop a business continuity plan, ensure system readiness before relocation, and maintain communication.
Inadequate Change Management and Staff Adaptation to Office Relocation	Employee resistance, long commutes, cultural integration challenges, logistical issues.	Decreased morale, increased stress, resistance to change, operational delays.	L	Clear communication about relocation, transport solutions, counseling services, and integration support.

Risk	*Causes*	*Impact Description*	*Probability*	*Mitigation Plan*
Continuous modernization/ sophistication of e–learning infrastructures	Rapid technological advancements requiring continuous updates to e-learning tools and platforms.	Outdated learning tools, reduced user engagement, and limited accessibility may lower the African Institute for Economic Development and Planning's effectiveness.	M	Develop a long-term elearning modernization strategy, partner with leading e-learning providers, and conduct regular user feedback assessments.
Excessive use of Artificial Intelligence	Over-reliance on Artificial Intelligence for learning and decision-making, leading to reduced human interaction and ethical concerns.	Over-automation could reduce contextual adaptation, limit critical thinking, and exclude learners preferring traditional methods.	M	Adopt a hybrid learning approach that balances Artificia Intelligence with human-led training, establish Artificial Intelligence governance policies, and ensure human oversight in automated decision-making.
Competition with other capacity–building institutions	Increasing number of regional and global institutions offering capacity-building programs, leading to competition for participants.	Loss of competitiveness, reduced enrollment in African Institute for Economic Development and Planning programs, and Member States seeking alternative training providers.	H	Differentiate the African Institute for Economic Development and Planning's training programs with unique African-focused content, strengthen regional partnerships, and offer certification programs to enhance competitiveness.
Energy (electricity) and digital (infrastructure) gap	Limited access to reliable electricity, high data costs, and uneven digital infrastructure across African Member States.	Unequal access to IDEP's digital platforms, reduced participation from underserved regions, and exclusion of policymakers with limited connectivity.	M	Develop offline accessible learning materials, create mobile-compatible content, partner with telecom providers to reduce data costs, and implement hybrid learning models.

Note: H = High | M = Medium | L = Low



CONCLUSION



198. IDEP Strategic Framework 2026-2030 represents a decisive step toward strengthening Africa's development planning and implementation capabilities amid a rapidly evolving global and continental landscape. Drawing from past lessons and emerging priorities, this framework reaffirms the African Institute for Economic Development and Planning's commitment to supporting African nations in achieving sustainable and inclusive economic transformation. By focusing on capacity building, policy research, and fostering collaboration with key stakeholders, IDEP aims to enhance institutional effectiveness and human capital development across the continent.

199. One of the defining aspects of this strategic framework is its responsiveness to global and regional challenges. Geopolitical tensions, climate change, post-pandemic recovery, rapid urbanization, and demographic shifts present both obstacles and opportunities for African development. IDEP strategy acknowledges the necessity of equipping policymakers and development practitioners with the necessary skills and knowledge to navigate these complexities. Through targeted training programs, knowledge-sharing initiatives, and partnerships, IDEP seeks to empower African leaders with the tools needed to design and implement resilient development policies.

200. A core pillar of this framework is the promotion of regional integration, industrial diversification, and inclusive economic growth. With the African Continental Free Trade Area poised to be a transformative force, IDEP recognizes the importance of strengthening regional economic communities and national institutions to maximize trade opportunities and industrialization prospects. Moreover, sustainable resource management and climate resilience are key focal areas, ensuring that Africa's growth trajectory aligns with environmental sustainability imperatives.

201. The Strategic Framework 2026-2030 also emphasizes the role of innovation and digital transformation in driving economic and social progress. As Africa embraces the digital revolution, IDEP will play a crucial role in facilitating technological capacity building and digital literacy among policymakers and institutions. Furthermore, a strong emphasis is placed on infrastructure development, recognizing its critical role in facilitating economic connectivity, enhancing productivity, and supporting long-term development goals.

202. To achieve these objectives, the framework underscores the importance of integrated capacity development, policy advocacy, knowledge management, and strategic partnerships. Mobilizing resources effectively will be crucial for the successful implementation of this strategy, necessitating collaboration with governments, development partners, and the private sector. The monitoring and evaluation mechanisms embedded in the framework will ensure accountability, adaptability, and continuous learning throughout its implementation.

203. Finally, IDEP Strategic Framework 2026-2030 is a forward-looking blueprint designed to equip African nations with the tools to navigate an increasingly complex global environment. By leveraging Africa's strengths, addressing capacity gaps, and fostering collaboration, African Institute for Economic Development and Planning is committed to driving sustainable development, economic transformation, and social progress across the continent. This strategy sets the foundation for a resilient and prosperous Africa, ensuring that the continent remains on a trajectory toward achieving Agenda 2063 and the Sustainable Development Goals.

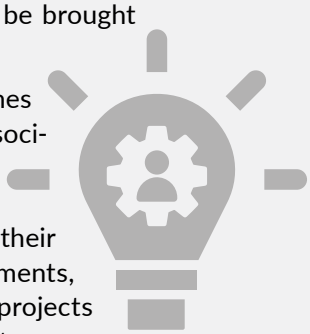
“The Strategic Framework 2026–2030 also emphasizes the role of innovation and digital transformation in driving economic and social progress.

ANNEXES

Annex 1: Methodology to Design the Theory of Change

Four main steps were followed in the elaboration of the African Institute for Economic Development and Planning's Theory of Change including: (i) targeting the high-level change that IDEP intends to contribute to the diagnosis i.e. identifies the change to be made over the next five years covered by the new African Institute for Economic Development and Planning's strategy; (ii) determine the conditions that need to be in place for the desired development change to occur; (iii) establish and make explicit IDEP main related assumptions underlying the theory of how change will occur, and the main risks that may affect it; and (iv) identify the partners and stakeholders who are the most important in achieving each outcome, taking into account the associated risks and assumptions.

The African Institute for Economic Development and Planning's Theory of Change for its strategic framework is based on: (i) a review of the literature; (ii) consultations with stakeholders; and (iii) OECD Development Assistance Committee endorsed methodology for evaluating capacity building intervention. The Theory of Change developed informs the strategic framework to provide an understanding of the general outcomes expected as a result of capacity building / interventions. The theory of change and the result chain elaborate how and why the change expected from the implementation of IDEP strategic plan 2026-2030 will happen. It discusses what IDEP intends to do and how changes will be brought about.



It has to be noted that the OECD Development Assistance Committee defines capacity building as follows: "The process whereby people, organizations, and society as a whole unleash, strengthen, create, adapt, and maintain capacity over time." In the context of development cooperation, capacity building refers to the support provided to developing countries to enhance their ability to achieve their development objectives. This includes strengthening the capacity of governments, institutions, and individuals to design and implement policies, programs, and projects that promote economic growth, poverty reduction, and sustainable development.

This definition emphasizes the dynamic nature of capacity building, focusing on enhancing the abilities of individuals, organizations, and societies to achieve their goals and respond to changing circumstances. Capacity building involves a range of activities, including education, training, organizational development, and institutional strengthening. The OECD-Development Assistance Committee definition encompasses the following key elements:

- **Capacity:** The ability of individuals, organizations, and systems to perform functions and achieve results.
- **Building:** The process of strengthening, creating, adapting, and maintaining capacity over time.
- **Sustainability:** The ability to maintain and adapt capacity over time, even after external support has ended.

> **"The process whereby people, organizations, and society as a whole unleash, strengthen, create, adapt, and maintain capacity over time.**

Annex 2: Overview of IDEP catalogue of signature courses 2026 – 2030

Vision	Cluster	Sub-cluster	Signature courses	Inputs
Structurally transformed ans prosperous Africa driven by its own skilled people	1. Integrated development planning & financing	1.1 Statistic & data revolution	Course 1.1.1	Finalcial – Material – Human – Technology
		1.2 Macroeconomic management	Course 1.2.1 – 1.2.2	
		1.3 Strategic planning & development policy	Course 1.3.1. – 1.3.4	
		1.4 Sustainable development financing	Course 1.4.1 – 1.4.2	
	2. Regional integration, diversification & industrialization	2.1 Industrialization	Course 2.1.1	
		2.2 Structural transformation & diversification	Course 2.2.1 – 2.2.4	
		2.3 Monetary & financial integration	Course 2.3.1	
	3. Inclusive social development and gains	3.1 Gender and youth	Course 3.1.1 – 3.1.2	
		3.2 Social protection	Course 3.2.1 – 3.2.2	
		3.3 Social inclusion	Course 3.3.1 – 3.3.2	
	4. Natural ressource management, climate related issues and environmental	4.1 Agriculture & food systems	Course 4.1.1	
		4.2 Natural resources	Course 4.2.1 – 4.2.3	
		4.3 Climate action	Course 4.3.1 – 4.3.2	
		4.4 Environment	Course 4.4.1 – 4.4.4	
	5. Infrastructure development	5.1 Energy	Course 5.1.1 – 5.1.2	
		5.2 Transport	Course 5.2.1	
		5.3 Sustainable infrastructure	Course 5.3.1 – 5.3.3	
	6. Innovation & digital transformation	6.1 Innovation	Course 6.1.1 – 6.1.2	
		6.2 Digital transformation mainstreaming	Course 6.2.1 – 6.2.2	

Annex 3: Key Performance Indicators (KPI)

Strategic Area	*KPI*	*Baseline 2024*	*2026*	*2027*	*2028*	*2029*	*2030*	*2026-2030*
Capacity Development in Critical Areas for Africa's Transformation	Number of participants trained	5100	4 000	4 400	4 800	5 200	5 600	24 000
	% of female participants	28.3%	29%	30%	31%	32%	33%	31%
	Percentage of trainees who expressed satisfaction at the end of the courses (%)		80%	80%	80%	80%	80%	80%
	Number of Countries covered	51	51	51	51	51	51	51
	Number of capacity development activities delivered (Training, IDS, HLPD, advisory, etc)		51	52	53	53	54	263
	Number of Master's degree programs in development planning	0	0	1	1	1	1	1
	Number of courses delivered	34	35	35	35	35	35	175
	Number of tailor-made training	4	4	4	5	5	6	24
Research and Knowledge generation	Number of IDEP Development Seminars (IDS) and High level Policy Dialogues (HLPD) organised		10	10	10	10	10	50
	Number of participants to research activities	480	500	550	600	650	700	3 000
	Number of visiting research fellows	3	2	2	3	3	3	13
	Number of research papers and/or policy briefs produced		10	10	10	10	10	50
	Number of Community of Practice		3	3	3	3	3	15
	Number of policies hackathons organised	0	3	3	3	3	3	15
Policy Support	Number of technical advisory services		2	3	3	3	3	14
Knowledge dissemination	Number of annual visits to IDEP online library per year in millions	1.5	1.5	1.6	1.7	1.8	1.9	8.5
	Number of resources downloaded from IDEP online library in millions	1.8	1.8	1.9	2	2.1	2.2	10

Strategic Area	KPI	Base-line 2024	2026	2027	2028	2029	2030	2026-2030
Devel–opment Outcomes	Percentage of sampled training beneficiaries who confirmed using knowledge, skills and tools acquired from IDEP		60%	65%	70%	70%	70%	67%
	Number of policy/program improvements reported		6	6	6	6	6	30
Influence and Rep–utation	Stakeholder Perception Rating (survey)		70%	70%	70%	70%	70%	70%
	Number of invited speaking/ written engagements for IDEP staff		5	5	7	7	10	34
	Number of downloads of IDEP publications							
Partner–ships	Number of new partners involved in IDEP activities	1	2	2	2	2	2	10
	Percentage of joint activities with partners		40%	45%	50%	50%	55%	48%
Organi–zational Develop–ment	Workforce assessed				1			1
	Staff satisfaction rate		80%		85%		85%	83%
	% of Staff benefiting from training opportunities offered		75%	70%	65%	70%	75%	71%
Monitor–ing and Evalua–tion	Number of IDEP annual report	1	1	1	1	1	1	5
	Quaterly report	4	4	4	4	4	4	20
	Evaluation of the Strategic Framework				1		1	2
Commu–nication	Communication Strategy produced		1					1
	Communication Strategy implemented		1	1	1	1	1	5
IDEP Gov–ernance/ Statutory Meetings	Number of IDEP Governing Council Meetings	1	1	1	1	1	1	5
	Number of IDEP Technical Advisory Board Meetings	2	2	2	2	2	2	10
	Number of IDEP Report to COM	1	1	1	1	1	1	5
	Number of IDEP report to ARFSD meeting	1	1	1	1	1	1	5

Annex 4: Stakeholders Analysis and Mapping

Stakeholders	*Areas of Interests*	*Level of involvement*	*Influence on the SF*	*Participation/Engagement*
Category 1				
African countries	• State-of-art training Institution and environment • Increased trainings of governments officials, up-todate publications and knowledge products • Predictable and stable financial resource • 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 SF	• Ensure financial contribution • Ensure effective participation of Government's department and Institutions • Ensure effective participation of governments official to African Institute for Economic Development and Planning activities and integration of acquired tool, competency and skills in development planning • African Institute for Economic Development and Planning shall improve communication with countries through alumni, all African Embassies, the Governing Council • Establish African Institute for Economic Development and Planning-documentation/library focal point to improve the communication and knowledge and information exchange between African Institute for Economic Development and Planning and the country • Ensure continuous update of the Institution website and use all socio-medium channels to reach out member States • Provide continuous update about number of trainees, status of contribution
Governing Council	• 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-art training Institution and environment • Increased trainings of governments officials, up-todate publications and knowledge products • Stable Financial resource	High, prime oversight and decision-making organ, will provide overall oversight, advocacy, will contribute to African Institute for Economic Development and Planning visibility and provide political support	High will have influence on the annual planning, budgeting and monitoring and evaluation of the SF	• Adopt general principles and policies governing the operations; • Review and approve the annual work programme and budget of African Institute for Economic Development and Planning; • Examine and approve the Director's annual report on the work and progress of African Institute for Economic Development and Planning, including the budgetary and financial report for the preceding year; • Present an annual report on the work of African Institute for Economic Development and Planning, including a complete audited report in respect of all income and expenditure, to the COM at its annual session; • Oversee the general administration of African Institute for Economic Development and Planning 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 African Institute for Economic Development and Planning on the quality and relevance of programmes.

Stakeholders	*Areas of Interests*	*Level of involvement*	*Influence on the SF*	*Participation/Engagement*
				• African Institute for Economic Development and Planning shall establish a special communication channel with members • Continuously inform member about African Institute for Economic Development and Planning planned trainings (on-line & In-situ) and research outputs • Regularly inform Governing council member about the status in term of contribution of countries from the sub-region • Share highlight of salient achievements with members and challenges between two governing council meetings.
Technical Advisory Committee	• Effective training programs aligned with 2030 Agenda of Sustainable Development and Agenda 2063 and development trends • Ensure quality of training materials • State-of-art training Institution and environment • Increased trainings of governments officials, up-todate publications and knowledge products • Stable Financial resource	Medium, responsible for giving technical advice about the design of the training and related programmes and activities of African Institute for Economic Development and Planning. Ensure the quality, relevance, timeliness, impact and sustainability of the programs.	Medium, will influence the training domains at the planning stage which will be approved later by the Governing council	• Technical advice about training catalogue, programmes and activities of African Institute for Economic Development and Planning • Ensure quality, relevance, timeliness and impact of the programs • African Institute for Economic Development and Planning shall update Technical Advisory Committee member about plan and achievements • African Institute for Economic Development and Planning shall involve Technical Advisory Committee members when required in technical activities such as courses delivery of research
Countries Permanent Representatives and Ambassadors at United Nations	• State-of-art training Institution and environment • Increased trainings of governments officials, up-todate publications and knowledge products • Predictable and stable Financial resource	Medium, advocacy and lobby for ensuring the contribution from African countries, advocacy for United Nations contribution to the Institution	Medium, has advocacy and lobbying role to ensure stable financial contribution which also has impact on the implementation	• Assist in communication with Country • Assist in ensuring country compliance to the membership terms • Advocate for adequate financial resources for African Institute for Economic Development and Planning • African Institute for Economic Development and Planning to improve communication with the PR; all communications to countries shall be shared with PR
African Ambassadors based in Dakar African Ambassador and Country Representative at African Union and ECA	• If informed will help their countries to participate in IDEP activities	Low, will inform their various countries	Medium, has advocacy and lobbying role to ensure stable financial contribution which also has impact on the implementation	• Consolidate relationship between African Institute for Economic Development and Planning and their respective countries • African Institute for Economic Development and Planning to keep them informed

Stakeholders	*Areas of Interests*	*Level of involvement*	*Influence on the SF*	*Participation/Engagement*
Bilateral and Multilateral Development Partners such as European Union, German Agency for International Cooperation, Norway, Sweden, Department for International Development, Francophonie, Agence Francaise de Development among others	• Build capacity of beneficiaries of funded projects • Collaborate in specialized training and capacity building program • Increased trainings of governments officials, up-todate publications and knowledge products • Predictable and stable Financial resource	Medium, contribute to African Institute for Economic Development and Planning budget through joint activities or specific request	Medium, donorrecipient relationship through bilateral financial arrangement	• Contribute to the budget of African Institute for Economic Development and Planning. • African Institute for Economic Development and Planning to maintain communication with the partner • African Institute for Economic Development and Planning to initiate and submit training and capacity building flagship programs in line with the Partner mandate
ECA Divisions and SubRegional Office	• Collaborate to translate ECA relevant publications or knowledge products into training materials • Collaborate in the delivery of integrated capacity development programm	Medium, involve in the implementation of African Institute for Economic Development and Planning training and research activities	Medium, as per IDEP mandate ECA Divisions and SubRegional Offices shall de facto contribute to IDEP activities	• Ensure joint planning for various training activities • African Institute for Economic Development and Planning to continue to involve ECA, Director, Professionals, divisions and sections in its program delivery process
United Nations COUNTRY TEAMS	• Joint activity • Cost-sharing	Medium, will contribute to the SF implementation through cost-sharing	Medium, the level of influence will depend on the number of joint activities implemented	• Collaborate in joint training, research in line with their mandate • African Institute for Economic Development and Planning to improve communication, information and knowledge sharing with United Nations Agencies and to share its courses catalogue • African Institute for Economic Development and Planning to promote joint initiatives
Ministries with direct links with the four clusters of the new catalogue	• State-of-art training Institution and environment • Increased trainings of governments officials, up-todate publications and knowledge products • Ensure that competency, skills and tools acquired through IDEP training is used and mainstreamed by beneficiaries of the trainings	High, will approve effective participation to the trainings of governments officials	High, will have influence on all aspects of the implementation of various trainings and use of skills and competencies and tool acquired	• Facilitate needs assessments and Institutional capacity enhancement • Authorize effective participation and collaboration of various departments and governments officials • Enable the use of competency, skills and tool in daily development planning • Avoid to reassign trainees in other departments in short period after training • African Institute for Economic Development and Planning to improve communication with all Ministries through ECA Divisions, SubRegionals Offices, Embassies, media and technical focal points

Stakeholders	*Areas of Interests*	*Level of involvement*	*Influence on the SF*	*Participation/Engagement*
	• Facilitate trainings of other staff by trainers; • Facilitate follow-up of alumni			• African Institute for Economic Development and Planning to establish impact assessment tool and undertake yearly survey
Senior, middle levels career officials and other stakeholders' beneficiaries	• Attend various trainings • Implement acquired competency, 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 tool will contribute to the achievement of planned results	High, effective participation and use of tool will contribute to the achievement of planned results	• Apply to various call for trainings • Effectively participate to trainings when selected • Implement tools, skill, competency acquired • African Institute for Economic Development and Planning to establish impact assessment mechanism using various communication channel • African Institute for Economic Development and Planning to organize regular survey
Resource person	• 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	• Lead the development and delivery of the courses • African Institute for Economic Development and Planning to establish a rigorous peer review mechanism and quality assurance strategy of training materials and the effectiveness of the pedagogy
Researchers and fellows	• To participate in research activities	Medium, is at the core of the research output	Medium, quality of the research outputs will influence some outcome	• Will be at the core of the research process • African Institute for Economic Development and Planning to establish a rigorous peer review mechanism for the validation of the research findings
Category 2				
Strategic Partners: The African Union Commission and the African Development Bank and regional organization such as PAUDA, Regional Economic Communities	• 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	• Shared-cost • Ensure effective participation of African Union Commission department and Institutions • Ensure effective participation of African Union Commission and its organs Experts in various activities • African Institute for Economic Development and Planning to enhance communication with various African Union Commission Departments • African Institute for Economic Development and Planning to initiate joint planning with African Union Commission Department of Economy Affairs, with PAUDA and Department responsible for capacity development

Stakeholders	*Areas of Interests*	*Level of involvement*	*Influence on the SF*	*Participation/Engagement*
UN Regional organization and specialized Agencies such as World Bank, UNIDO, UNCTAD, FAO, UNICEF, WTO, United Nations System Staff College, UNITAR, UNUWIDER, International Food Policy Research Institute, UNESCO, UNICEF	• Joint activity • Cost-sharing	Medium, will contribute to the SF implementation through cost-sharing	Medium, the level of influence will depend on the number of joint activities implemented	• Collaborate in joint training, research in line with their mandate • African Institute for Economic Development and Planning to improve communication, information and knowledge sharing with United Nations Agencies and to share its courses catalogue • African Institute for Economic Development and Planning to promote joint initiatives
Regional Economic Communities	• Collaborate with IDEP in human and capacity building activities	Medium, if well engaged	Medium, could provide subregional convening space	• Participate in African Institute for Economic Development and Planning training and research activities • African Institute for Economic Development and Planning to enhance communication with Regional Economic Communities
Non-state actors (Media, Private sector, Philanthropic organizations, Private foundations, Civil society organizations)	• Attend various trainings • Implement acquired competency, skill and tool in daily activities • Involve in alumni impact assessment	Medium, participation in trainings or research activities and use of tool will contribute to the achievement of planned results	Medium, participation and use of tool will contribute to the achievement of planned results	• Apply to various call for trainings • Effectively participate to trainings when selected • Implement tools, skill, competency acquired • African Institute for Economic Development and Planning to establish impact assessment mechanism using various communication channel • African Institute for Economic Development and Planning to organize regular survey
Academia and Higher Education and Training Institutions	• Partner in joint training and research activities	Medium, will contribute to the effective implementation by sharing c urse content and co-hosting training and research activities	Medium, will have influence on area of collaboration	• Establish partnership • Share course content • Organize joint course and joint research • African Institute for Economic Development and Planning to promote more partnership with Academia and Higher Educational Institution

Annex 5: Budget for the implementation of the Strategic Framework

	2026	*2027*	*2028*	*2029*	*2030*	*2026-2030*
Total Budget	***5,600,000***	***5,700,000***	***5,900,000***	***5,800,000***	***6,000,000***	***29,600,000***
Regular Budget UN Grant	2,300,000	2,300,000	2,300,000	2,300,000	2,300,000	11,500,000
Member States contribution	850,000	850,000	850,000	850,000	850,000	4,250,000
RPTC / XB and Other Contributions	350,000	350,000	350,000	350,000	350,000	1,750,000
Funding Gap	2,100,000	2,200,000	2,400,000	2,300,000	2,500,000	11,500,000


IDEP
ECA
1963-2023