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Item 6 of the provisional agenda\*

**Statutory issues**

## **Progress report on the work of the African Institute for Economic Development and Planning**

### **I. Introduction**

1. The present progress report, – which is being submitted to the fifty-third session of the Conference of African Ministers of Finance, Planning and Economic Development of the Economic Commission for Africa (ECA), in accordance with current practices and in response to its request for regular updates on the reports that the African Institute for Economic Development and Planning (IDEP)<sup>1</sup> submits to its Governing Council – covers the period April 2019–March 2020. It highlights the Institute's key results achieved, particularly with regard to the implementation of its training programmes and research activities, resources, and the latest developments relating to human and financial resources and partnerships. The report concludes with an outline of the prospects for 2020.

2. The year 2019 was the first year of implementation of the five-year strategic plan with application of its theory of change and performance indicators. This strategic framework aimed at accompanying African countries in the rethinking of their development strategies and the building of necessary economic management and development planning capacity to successfully implement their national development plans, in line with the United Nations' 2030 Agenda for Sustainable Development and the African Union's Agenda 2063. IDEP training and research activities during the year have contributed to the following overarching three main domains of change of the strategic plan:

(a) Enhanced competence of development planners and policymakers in policy management, public sector systems and development planning;

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\* E/ECA/COE/39/1.

<sup>1</sup> "The African Institute for Economic Development and Planning is a pan-African institution created by the General Assembly of the United Nations with the primary purpose of accompanying and supporting African countries in their quest to build their human resource capacities as a necessary prerequisite for sustaining independence and promoting socioeconomic development. Its main activities, derived from its mandate, are organized around a portfolio of capacity development and training programmes, along with a set of policy research and dialogue initiatives. It also offers on-demand advisory services to Governments and public institutions and serves as a forum for the exploration of alternative thinking on African development".



(b) Enhanced competence of public sector systems for seeking and acquiring critical support for policy development and management, and development planning;

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

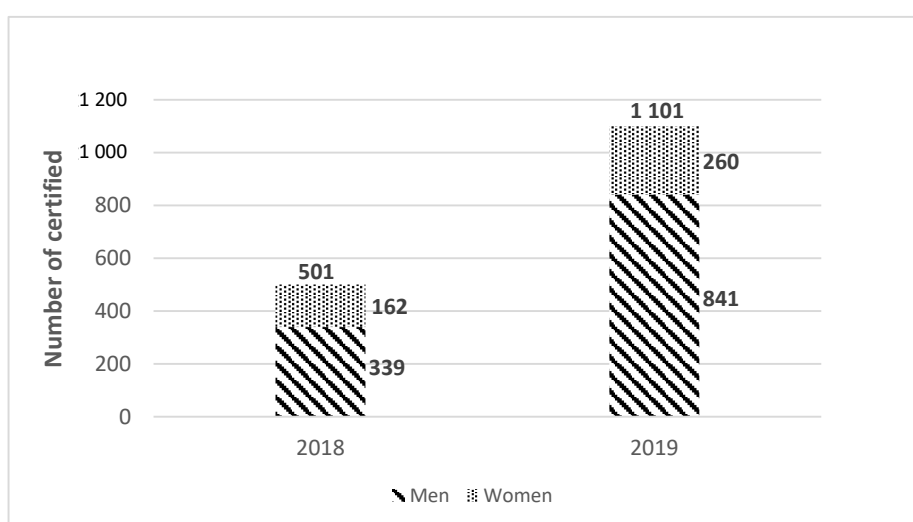
3. The courses that IDEP has delivered were driven by demands from member States, in response to their capacity needs, development priorities, and commitment to regional and international agendas, in accordance with the four clusters of focus for the period 2019–2023:

- (a) Macroeconomic modelling and planning;
- (b) Regional integration;
- (c) Social development;
- (d) Integrated natural resources management.

4. A total of 35 courses were organized by IDEP, including 19 on-site courses and 16 digital learning courses, to officials from the African public and private sectors, diplomats and academics, in socioeconomic policy formulation, management and development planning. Overall, 1,101 public officials (260 women) from 51 African countries participated in certified online and residential training (see figure I).

Figure I

**Evolution of the number of public officials who participated in certified online and residential training in 2018 and 2019**



5. Furthermore, analytical research work was conducted through six development seminars, five high-level policy dialogues, three policy briefs, one field visit and six research fellowships.

## **II. Contributing to the implementation of the 2030 Agenda for Sustainable Development and Agenda 2063, through training and research**

### **A. Training**

6. The training provided by IDEP is in keeping with national, regional and international development agendas, including the 2030 Agenda for Sustainable Development and Agenda 2063, and helps to familiarize trainees pursuing its courses with the requisite techniques for the formulation, planning, implementation and management of pro-development policies. Guided by the courses catalogue, it considers the main challenges for countries, which includes mastering their development processes, becoming full-fledged actors in the world economy, improving their fundamentals, involving all actors more tangibly, mobilizing adequate resources, and being able to translate their economic gains into improved well-being and welfare of all their citizens in an equitable and sustainable manner. In other words, it helps countries move from ideas to action.

7. The courses are generally delivered in English and French, and cover one to two weeks. The training sessions are conducted by leading experts in the areas of planning and economic development, who combine their theoretical knowledge and practical experience. Most of the courses are illustrated with examples of cases from member States.

8. A total of 35 courses, including 19 on-site courses, were delivered on issues relating to data analysis for sustainable development and macroeconomic modelling for sustainable development planning. These include: Agricultural Policy in Africa; Energy Statistics and Balances; Evaluating Public Policy; Project Management; African Regional Integration Index; Energy Policy Planning; Gender, Trade and Development; Gender-Responsive Economic Policy Management; Disaster Risk Insurance Technics; and International Trade Policy and Trade Negotiations.

9. The Macroeconomic for Sustainable Development Planning course has helped to improve the knowledge and skills of officials in the practical applications of multisectoral modelling techniques to address important issues in relation to economic development and policy analysis in the framework of the implementation of the 2030 Agenda for Sustainable Development and Agenda 2063. The course on Data Analysis put the emphasis on both theoretical and practical issues in data collection and analysis in relation to the monitoring of the Sustainable Development Goals. Agriculture being central to African economies and one of the largest occupational groups, the course on Agriculture Policy improved the capacity in terms of policy formulation and the links with other economic sectors, with the view to achieving the 2030 Agenda and Agenda 2063. In the same vein, a Disaster Risk Insurance Technics course was organized to address climate and disaster risk management options, fundamental concepts of index and disaster insurance products, and communication on product features to policyholders/beneficiaries.

10. IDEP continued to organize training related to the African Continental Free Trade Area (AfCFTA). The course on International Trade Policy and Trade Negotiations improved the capacity of beneficiaries in trade negotiations, as well as in designing, implementing and evaluating trade policies that dovetail with national and regional development and integration needs and aspirations.

11. Two courses in support of continuing IDEP efforts to mainstream gender in African development were organized: the first on Gender-responsive Economic Policy addressed the gender biases in the economic sectors and analysed economic policies and budgets from a gender perspective; the second

focused on Gender, Trade and Development, and was organized in two parallel sessions – an English session and a French one.

12. The capacities of 18 participants (6 women) from 18 African countries<sup>2</sup> were enhanced through a one-week training in Kuala Lumpur, Malaysia, on Evaluating Public Policy, in partnership with the National Institute of Public Administration and the Malaysian Technical Cooperation programme.

13. Furthermore, under tailor-made intervention, as a follow-up of the training-of-trainers course on results-based management conducted in 2018, IDEP organized a week-long intensive and practical training in the Gambia to enhance participants' capacity to support reforms aimed at strengthening development of bankable project proposals for the effective implementation of the National Development Plan (NDP 2018–2021). The course focused on issues such as project scope management, cost management, quality management, risk management, finance, appraisal and key success factors for proposal development. Participants were familiarized on the use of selected tools on project proposal formulation, project proposal writing and management, strongly linked to the different priorities of the NDP.

14. Upon request from the Government of Rwanda, a tailor-made training-of-trainers course was organized for the benefit of Rwandan officials in Musanze. It resulted in strengthened capacities of 19 staff members (8 women), coming mainly from the Ministry of Finance and Economic Planning and the University of Rwanda, on issues relating to mainstreaming the gender dimension in the formulation, monitoring and evaluation process of economic policies.

15. The monitoring and evaluation process applied to the training activities are guided by the logical framework of the strategic plan 2019–2023. The following two immediate results are assessed through various surveys: (a) expanded pool of professional planners and policymakers; and (b) expanded design and delivery of highly relevant trainings. Both will contribute to enhanced competence of professional planners and policymakers in policy management and development planning. In this regard, at the end of the course, participants were systematically invited to evaluate the course in which they participated. This survey is followed by an annual survey to assess how the skills and competency acquired by participants have contributed to influence policy formulation and development planning in their daily activity. As a result of various surveys undertaken in 2019, an average of 93 per cent of participants attested to having increased development planning capacity and higher confidence to influence policies, while 97 per cent attested to having increased socioeconomic policy management capacity and higher confidence to influence such policies in their respective countries as a result of these training.

16. Overall this year, 1,101 participants were trained, representing an increase of 119 per cent compared with 2018. This is in line with the quantitative objectives of the IDEP 2019–2023 strategic plan.

## **B. Master's degree programme**

17. The collaboration with the University of Johannesburg on an 18-month Master of Philosophy programme in industrial policy continued. It is designed to expose mid-career and senior professionals and policymakers serving in Governments and intergovernmental organizations to structured training that covers various aspects of economic policy management, development planning

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<sup>2</sup> Benin, Chad, Egypt, Eswatini, Ghana, Kenya, Lesotho, Liberia, Malawi, Morocco, Namibia, Nigeria, Senegal, Somalia, the Sudan, Tunisia, Uganda and the United Republic of Tanzania.

and sectoral analysis, particularly on industrial issues. The fourth cohort, consisting of nine students, was selected and onboarded.

## C. Research

18. The policy research work undertaken at IDEP complements the Institute's training programme and responds to the needs of the policymaking communities and other stakeholders. Indeed, the courses are combined with high-level dialogues, development seminars and a fellowship programme. The research component provides strategic guidance to the courses to be delivered, and updates, and adapts their contents according to the changes in the environment and the priorities of countries' development agendas, in connection with issues related to the structural transformation of Africa, against a background of the 2030 Agenda for Sustainable Development and Agenda 2063. IDEP acts as a think tank, with the aim of guiding policy change and decision-making at the highest level on several development challenges.

19. The series of high-level dialogues on policies and development seminars promotes an enabling environment for the exchange of ideas and new reflections on the numerous development challenges with which the African continent is being confronted. It enables researchers and decision makers to reflect on policy-related concerns and propose recommendations to find operational solutions to them towards the achievement of the 2030 Agenda for Sustainable Development and Agenda 2063.

20. During the period under review, various high-level policy dialogues (HLPDs) were organized. An HLPD on "Planning for tomorrow's workforce: Is Africa ready?" was organized during the fifty-second session of the Conference of African Ministers of Finance, Planning and Economic Development. It was attended by eminent high-level experts and decision makers in development planning and capacity-building from African Governments, members of the academic community and international organizations. It aimed to increase awareness about the skills necessary to address the needs of the digital transformation of African economies and societies, and prepare for the jobs of the future. It discussed the relevance of education systems and their ability to produce "employable" people. It focused on experiences and made proposals for innovative strategies for planning, reskilling and upskilling, with support from IDEP.

21. Another HLPD on "Drawing Good Practices and Lessons Learnt to Raise Ambitions in 2019" was organized in collaboration with the United Nations Foundation during the Africa Regional Forum on Sustainable Development, held in Rabat, Morocco. A total of 250 participants (102 women) from African public offices, civil society, international organizations and United Nations agencies attended.

22. In the margin of the HLPD, IDEP – in collaboration with the Office of the Special Adviser on Africa, the African Union Commission, ECA and the United Nations Development Programme – organized a high-level seminar on the theme: "Strengthening Partnerships to Accelerate Implementation of the 2030 Agenda for Sustainable Development and Agenda 2063 in Africa". It was a follow-up to the fifth session of the Africa Regional Forum on Sustainable Development, held in April 2019, during which African Member States adopted key messages and the Marrakech Declaration on Sustainable Development, to accelerate the implementation of the Sustainable Development Goals and the goals of Agenda 2063 across the continent. The day concluded with agreement on the need to publish on an annual basis "A standing chapter on the Means of Implementation/Financing for Sustainable Development in the Africa Sustainable Development Report".

23. A two-day multi-stakeholder HLPD, held as the Post Tana Forum, on the theme “Migration, Peace and Security: What Role for Civil Society Organizations”, was jointly organized in October 2019, in partnership with the Institute for Peace and Security Studies and the Goree Institute. The forum, held on Goree Island, Senegal, attracted over 40 participants from civil society, government, academia, and international and regional organizations from 10 countries.

24. IDEP collaborated with the African Union Development Agency–New Partnership for Africa’s Development (AUDA–NEPAD); the Council of Scientific and Industrial Research; the International Renewable Energy Agency; the United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States; the African Union Commission; the African Energy Commission; and AFRICA TIP, to deliver a high-level seminar on “Application of an Integrated Energy Planning Approach to Development”. The dialogue focused on the challenges and opportunities of energy access and how usable, reliable, sustainable and affordable electrification can be, enhancing the productive capacity of communities. It has strengthened the capacity of participants on the design and development of effective strategy on energy access and security in Africa. The dialogue was attended by top-level professionals and experts with a deep knowledge of, and experience in, energy.

25. As a follow-up to the recommendation of the October 2018 retreat with African ambassadors in Addis Ababa, a Development Seminar on Refugees, Returnees, Internally Displaced: Towards Sustainable Solutions to Force Displacement in Africa, was organized with the group of African ambassadors in Senegal. It recommended the integration of the free movement of persons in AfCFTA, a consultative process in terms of migration, and a dialogue between regional economic communities. These recommendations are in perfect symbiosis with the outcome of another development seminar organized on the role of AfCFTA in boosting intra-African trade, supporting economic transformation and contributing to the achievement of the 2030 Agenda for Sustainable Development and Agenda 2063.

26. In collaboration with the United Nations Capital Development Fund, and in consultation with the United Nations Country Team, IDEP organized two development seminars (IDS): (a) “Financing Sustainable Development in Senegal” discussed key issues relating to financing Sustainable Development Goals, such as identifying new funding possibilities and facilitating access to funds to accelerate the implementation of the Sustainable Development Goals; (b) “Territorialization of Sustainable Development Goals and Urban Governance” discussed challenges and opportunities of urbanization and territorialization of the Sustainable Development Goals. It concluded with proposals for innovative strategies, capabilities, resources and tools for localizing the Sustainable Development Goals. Both meetings brought together more than 50 participants from United Nations agencies and other development partners, along with representatives from central and local governments, and urban experts in Senegal.

27. Three other development seminars were organized:

(a) “Food security, migration and innovation in Senegal and Zimbabwe”, in partnership with the Centre of African Studies of the University of Edinburgh. It addressed the nexus between the three sectors, based on the experience of Zimbabwe and Senegal, and drew lessons for the rest of the continent.

(b) A “Reinforcing trade policy modelling in Africa through training and capacity building” was held during the Twenty-Second Annual Conference on Global Economic Analysis, held in Warsaw, Poland.

(c) A seminar on “The Impact of the AfCFTA on African economies” brought together more than 20 participants from Governments, the private sector, civil society organization and the diplomatic corps of member States.

28. Under the research framework, IDEP has prepared and widely disseminated policy briefs to African Governments on various sectoral, national and regional development planning aspects, and participated technically in a number of events, including a scientific conference on “Demographic Dynamics and Sustainable Development: The Contribution of NTAs in Agenda 2063”, organized by the Regional Centre of Excellence for Generational Economics, with which a memorandum of understanding on a joint training programme has been signed.

29. In terms of publications of research work, IDEP has disseminated to the wider public through print and electronic media policy briefs, working papers and research reports, including: (a) Examining intra-Africa trade flows: Spatial gravity models approach; (b) *Le commerce en Afrique: Mettre en œuvre des politiques commerciales adaptées et négocier efficacement les accords commerciaux*; (c) The Role of Foreign Direct Investment and Institutions in Exports Diversification in ECOWAS; and (d) *Impacts de la ZLECAf sur les économies africaines*.

30. IDEP research activities of this period involved more than 600 participants, including 200 women, from Governments, international organizations, the private sector, civil society organizations and academia, including more than 70 high-level officials.

## D. Fellowships

31. IDEP’s fellowship programmes continued to contribute to the promotion and strengthening of intra-African knowledge-sharing and mutual learning among researchers and civil servants. Through these activities, IDEP consolidates its support to the capacity-building of senior officials of its Member States through constructive analyses and discussions on development policies. During the past reporting period, the programme gathered together senior researchers and authorities with expertise in the various relevant fields to discuss the current socioeconomic challenges affecting Africa. Thanks to fellowship support activities, the Institute can also develop solid partnerships with, among others, substantial divisions of ECA, the sectoral departments of ministries of member States, international organizations and research centres.

32. Under this programme, a field visit to *L’Agence Nationale d’Insertion et de Développement Agricole* (ANIDA), *Programme des Domaines Agricoles Communautaires* (PRODAC) and *Prévision et des Statistiques Agricoles* (DAPSA), all progressive agricultural establishments in Senegal, was undertaken on the margins of the seminar jointly delivered with Edinburgh University.

33. In terms of research fellows, IDEP hosted two fellows who worked on the following thematic:

(a) The fiscal impact of AfCFTA on African Economies: The study is assessing the impact of AfCFTA on areas such as taxes, economic adjustments, well-being and industrialization.

(b) Determinants of female labour force participation in Botswana, using the multi-topic household survey 2015/16: The study aims to investigate the main determinants affecting female labour force participation in the formal and informal sectors, and to assess the relationship in sectors between the main determinants of female labour force participation in Botswana.

## E. Gender mainstreaming

34. IDEP courses integrate when applicable the gender dimension. Positive discrimination is considered during calls for applications and nominations, encouraging female applications.

35. Three “gender”-themed training courses were implemented during the year including: (a) Gender-Responsive Economic Policy Management; (b) Gender and Trade; and (c) Rwanda tailor-made training.

## III. Promoting digital learning platform for enhanced delivery and improving the knowledge repository

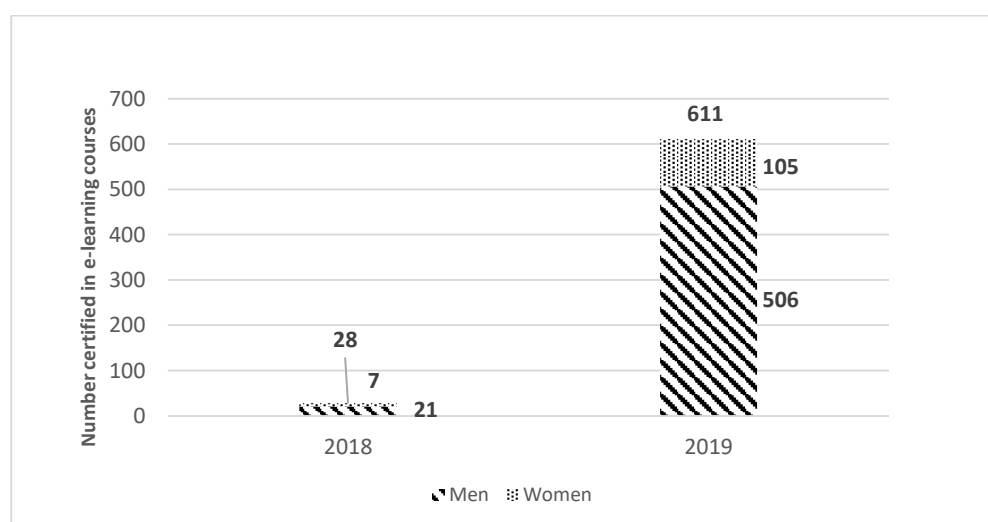
### A. Digital learning programme

36. During the reporting period, as recommended by the Governing Council, IDEP has scaled up its distance learning services and has widened its reach (both quantitative and as far as the profile of the trainees is concerned). A broad range of online training and capacity development solutions was provided to enable continuous learning and improve performance. Self-paced, instructor-facilitated and blended learning opportunities were promoted.

37. Overall, 16 digital courses were delivered in French and English during the reporting period. A total of 865 participants from 51 African countries actively took part in the learning, including 156 women, or 18 per cent. A total of 611 certifications were delivered at the end of various courses. Issues delivered during these courses related to geospatial information system and planning for territorial development; the role of e-commerce in economic development; industrialization and urbanization; urbanization and inclusive economic growth in Africa; macroeconomic frameworks for an inclusive green economy in Africa; data analysis for sustainable development planning; and economic modelling applied to trade policy reforms in Africa. Overall, the number of online graduations has increased by more than 2,082 per cent.

Figure II

**Evolution of the number of those certified in e-learning courses in 2018 and 2019**



38. The course on geospatial information system and planning for territorial development contributed to the improvement of the knowledge of participants

on how to nurture the geospatial information system for efficient territorial planning.

39. The course on the role of e-commerce in economic development strengthened the understanding of current trends in e-commerce, the main opportunities offered by e-commerce, as well as the key weaknesses and challenges.

40. The course on industrialization and urbanization helped participants better understand the drivers, enablers and policy levers for strengthening linkages between industrialization, urbanization and country economic transformation.

41. The course on urbanization and inclusive economic growth in Africa enhanced understanding of the role of urbanization in Africa's transformation, in line with Agenda 2063 and the Sustainable Development Goals.

42. The course on macroeconomic frameworks for an inclusive green economy in Africa contributed to enhancing the capacity of Member States to better implement macroeconomic policy reforms for an inclusive green economy.

43. The course on data analysis for sustainable development planning helped to equip participants with tools to collect and analyse data related to planning, implementation and monitoring and evaluation of sustainable development at the national, subregional and regional levels.

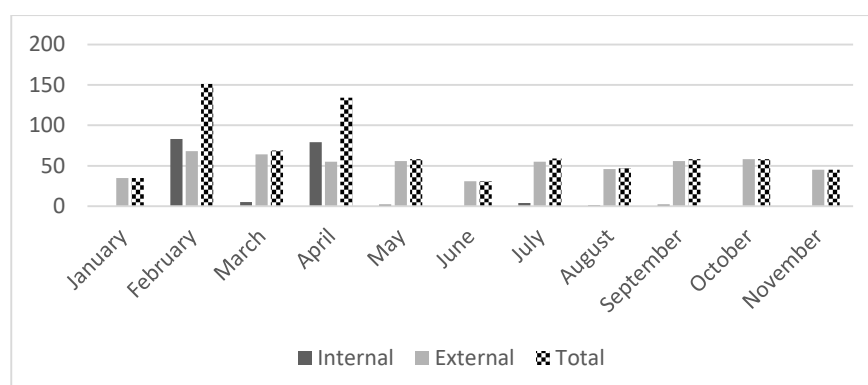
44. The course on economic modelling applied to trade policy reforms in Africa consists of two curricula that aim at enhancing the knowledge of the participants in economic modelling as an instrument of accelerated structural transformation in Africa. The course enables participants to improve their knowledge in: (a) the use of the GAMS software; (b) partial equilibrium modelling; and (c) Computable General Equilibrium modelling.

## **B. Knowledge resource centre**

45. The knowledge resource centre of the Institute continued to meet the needs of its training and research programmes through the continuous sharing of information with and provision of documentation services to trainees, faculty members, conference participants, researchers, visiting scholars, Governments and members of the general public.

46. A total of 745 users, comprising 176 trainees in different courses of the Institute and 569 external researchers, were served directly by the library during the year (figure III). Of the 108 requests for information handled by the library, 105 were successful, for a satisfaction rate of 97 per cent.

Figure III  
Library entries



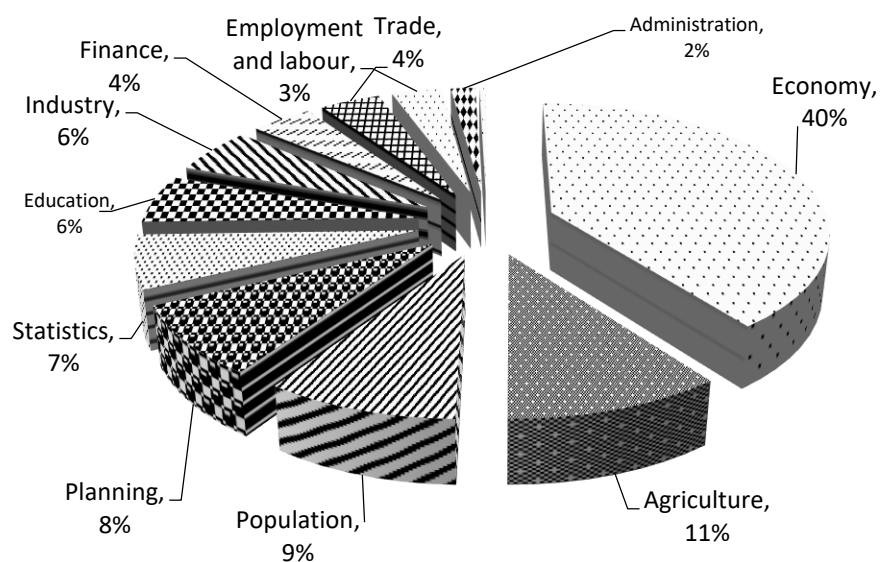
From April, users are offered more results from web searches since the books in stacks are declassified.

## 1. Digitization

47. The digitization of the second batch of heritage documents has been finalized. It involved documents from 32 countries and 2,600 titles, totalling 264,685 pages. This second batch completes the project, the first batch having been delivered in January 2018. The final total is about 5,900 titles digitized and involved 49 countries. The digitization has the dual purpose of making visible this collection, retracing the socioeconomic and political history of the African States and the preservation of the documents that compose it.

Figure IV

**Library collection of the African Institute for Economic Development and Planning: distribution (general topic area)**



## 2. Cataloguing and indexing

48. The cataloguing and indexing of document titles in digital format in the institutional repository is under way. A total of 900 titles were added in 2019, bringing the total collection to 22,866 records, of which 6,495 are freely available in full text.

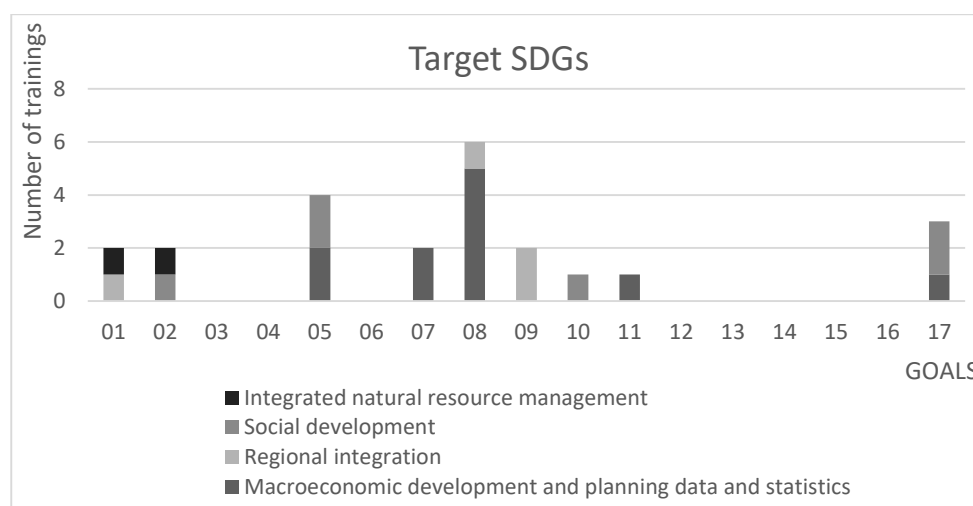
## IV. IDEP training catalogue and the Sustainable Development Goals

49. IDEP courses are classified into four thematic clusters: (a) macroeconomic modelling and planning; (b) regional integration; (c) social development; and (d) integrated natural resource management.

50. The clusters' contribution to the Sustainable Development Goals is presented by figure V.

Figure V

**IDEP training catalogue and the Sustainable Development Goals**



## V. Finance and partnerships

### A. Finance

51. The Institute's activities are financed by resources from five broad sources:

(a) Regular United Nations grant, which is currently a fixed biennial subvention approved by the General Assembly, underpinned by an approved biennium programme budget and standing at \$2.6 million per biennium;

(b) Contributions from African member States through annual payments of assessed financial contributions based on a predetermined schedule, approved and adopted by the Conference of African Ministers of Finance, Planning and Economic Development;

(c) Funds internally generated through tuition charges, overhead recoveries, conference room rentals and consultancies;

(d) Extrabudgetary funding from sources such as multilateral and bilateral funding institutions, private foundations and development partners;

(e) Resources from ECA to support specific programmes and training activities that promote the generation of research and analytical studies.

52. Despite significantly improved collections from member States in 2019 compared with 2018, and despite increased efforts to diversify the donor base, the Institute endured another difficult year marked by low extrabudgetary resources, owing to the ongoing stringent donor funding environment.

53. With respect to annual contributions from member States, the Institute thanks the member States for the support received in 2019, in particular Nigeria,

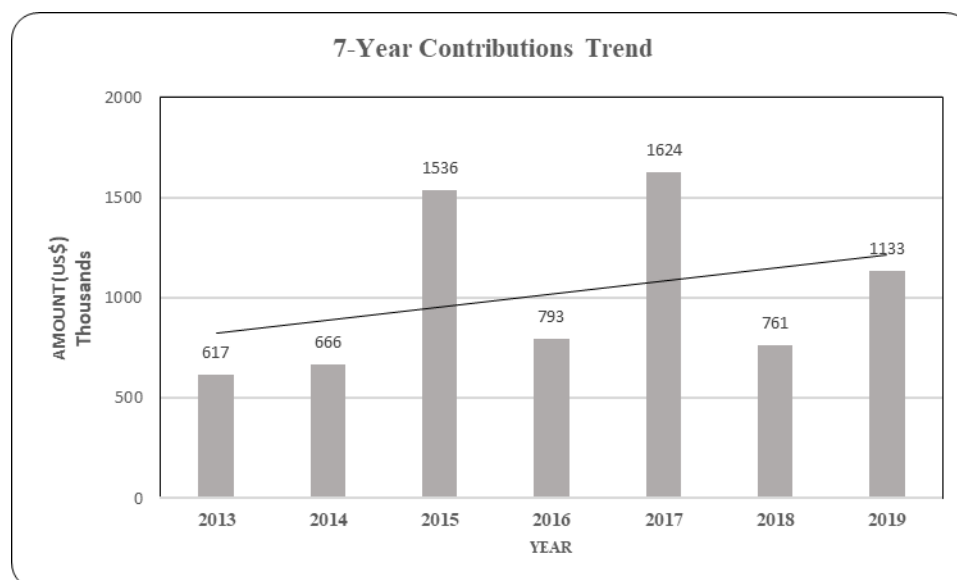
which contributed almost half a million dollars, covering its annual contribution and part-settlement of its outstanding arrears. The Institute further thanks the following countries for being up-to-date with their payments and in some cases in advance of payment: Benin, Burkina Faso, the Congo, Côte d'Ivoire, Kenya, Namibia, Senegal and Sierra Leone.

54. Assessed contributions from African countries totalling \$1,133,310 were 16 per cent shy of the annual target of \$1,358,000, and 48 per cent higher than the contributions received in 2018 (figure VI). Table 1 further illustrates that, of the total contributions received, settlement of arrears comprised 58 per cent of the sum, while 2018 assessed contributions and advance contributions comprised 42 per cent. While increased efforts by the Institute to recover contribution arrears from member States continue to bear fruit, albeit quite slowly, concerns about the funding consistency continue to top its resource mobilization agenda because, since 2007, the annual contributions paid by member States have consistently been less than \$500,000, in comparison with the annual assessed contributions target of \$1.358 million.

Figure VI

**Contributions to the African Institute for Economic Development and Planning for the period 2013–2019**

(Thousands of United States dollars)



55. Building upon resolutions made by African countries at various sessions of the Conference of African Ministers of Finance, Planning and Economic Development, in which they called upon themselves to ensure the sustainability of the Institute through their regular payment of annual assessed contributions and settlement of outstanding arrears, most recently in resolution 956(LI) in 2018, the Institute will continue to rally African countries and recover additional arrears in 2020 through planned resource mobilization initiatives. Unpaid assessed contributions were still very high, at \$17.9 million, as of 31 December 2019.

Table 1  
**Contributions to the African Institute for Economic Development and Planning by country, as of 31 December 2019**  
 (Thousands of United States dollars)

Index	Countries	Annual assessed contribution, US\$	Amount paid in 2019 US\$		Total amount paid in 2019 US\$
			Annual contribution	Arrears paid	
1	Benin	15 000.00	15 000.00	5 599.70	20 599.70
2	Burkina Faso	15 000.00	15 000.00		15 000.00
3	Congo, the	15 000.00	15 000.00		15 000.00
4	Côte d'Ivoire	32 000.00	32 768.11		32 768.11
5	Guinea	20 000.00	20 000.00	100 000.00	120 000.00
6	Kenya	32 000.00	32 000.00		32 000.00
7	Lesotho	15 000.00	15 000.00		15 000.00
8	Mali	15 000.00	15 000.00	50 013.63	65 013.63
9	Mauritania	10 000.00	10 000.00	10 000.00	20 000.00
10	Namibia	24 000.00	24 000.00		24 000.00
11	Nigeria	80 000.00	80 000.00	370 331.11	450 331.11
12	Rwanda	15 000.00	15 000.00	45 000.00	60 000.00
13	Senegal	24 000.00	24 000.00	48 397.70	72 397.70
14	Sierra Leone	20 000.00	20 000.00		20 000.00
15	South Africa	80 000.00	80 000.00		80 000.00
16	Togo	15 000.00	15 000.00		15 000.00
17	Tunisia	24 000.00	24 000.00	7 219.62	31 219.62
18	Uganda	24 000.00	24 000.00	20 979.98	44 979.98
	<b>Total:</b>	<b>475 000.00</b>	<b>475 768.11</b>	<b>657 541.74</b>	<b>1 133 309.85</b>

56. Extrabudgetary support from ECA remained relatively low compared with previous years, despite increasing just over five times (\$700,000) over the 2018 comparative (\$138,000). Mechanisms have been discussed internally to ensure more systematic extrabudgetary support going forward, so as to increase the predictability of the Institute's flow of funds, programme planning and delivery.

57. As part of its strategic plan for the period 2019–2023, the Institute has already embarked on a rigorous campaign to extensively diversify its funding base through increased and targeted external resource mobilization initiatives, in particular with a view to fully financing and meeting the objectives of its strategic objectives.

58. The deployment of Umoja, an Enterprise Resource Planning tool adopted by the United Nations Secretariat, scheduled for 1 January 2020, is also expected to increase the Institute's visibility within the United Nations Secretariat structures, and therefore facilitate internal funding mechanisms, among other significant benefits of Enterprise Resource Planning systems.

## B. Partnerships

59. The Institute continued its strategy of partnering with various stakeholders in the delivery of training and other initiatives. Such partnerships vary in form and include activity cost-sharing agreements, agreements for the sharing of knowledge and technical expertise, as well as ordinary funding partnerships. Of particular note in 2019, the Institute worked on several partnership agreements with the following partners: the Pan-African Parliament (PAP); the Open Society Initiative for West Africa; the Regional Centre of Excellence for Generational Economics; the Ministry of Finance and Economic Affairs of the Gambia/United Nations Development Programme Gambia; National Institute of Public Administration of Malaysia (INTAN); North-West University (South Africa); University of Edinburgh; University of Rwanda; and

University of Turku. The Institute has ongoing partnership discussions with the United Nations Staff College, the United Nations Capital Development Fund and the Islamic Development Bank.

Table 2

**Number of partners per category**

<i>Type of partners</i>	<i>Number of partners</i>
<b>United Nations commissions, agencies, programmes</b>	11
<b>Member States and regional economic communities</b>	4
<b>International organization</b>	1
<b>Academia and research institutions</b>	3
<b>Total</b>	19

60. Collaborations on activities resulting from these and other partnerships included the delivery of a workshop and training activity on public policy evaluation with INTAN; a symposium on food security, migration and innovation with the University of Edinburgh; a training on the development of bankable project proposals for Gambian senior public officials; a training on energy balance and statistics with the International Atomic Energy Agency and the United Nations Statistics Division; a training on disaster risk management techniques with African Risk Capacity and the World Bank; and a natural resource governance training with the Open Society Initiative for West Africa, among others.

61. The Institute also focused on strengthening ties with its member States through regular contact with embassies in Dakar and Addis Ababa, and direct contact with line ministries at the country level.

62. The Institute focused equally on managing its current portfolio of partners, who stem from academia, international development organizations, government departments and ministries, research bodies and think tanks, regional institutions, non-governmental organizations and civil society. In line with the new strategic orientations of ECA, the Institute is paying special attention to partnerships with the private sector.

## **VI. Prospects for 2020**

63. As a result of the acceleration of Africa's structural transformation, corresponding demand for IDEP's services has been steadily increasing over the last five years. Meeting this demand not only requires a strategic shift in the delivery of skills training, but also a corresponding increase in both financial and human resources.

64. It has also been challenged by a consistently limited number of women participating in training events. IDEP observed that both tailor-made and training-of-trainer and online courses tend to reach more beneficiaries, including women, and therefore have more value for money than the regular on-site courses. More importantly, tailor-made training can address the specific capacity challenges that a country is facing, and is therefore highly case-relevant. In addition, a continuous appeal is made to member States to nominate women during calls for applications.

65. In response, for 2020, e-Learning, training-of-trainer and tailor-made courses will be given more attention to reach out to more beneficiaries, including youth and women. More research activities will be supported with monthly webinars. The thematic knowledge repository and research guide will also be promoted.

66. IDEP will also continue to actively seek cost-sharing collaborations with other institutions in the delivery of its programme.

67. Furthermore, emerging strategic opportunities that will be harnessed during the year 2020 include:

- (a) The ongoing United Nations reforms leading to the reinforcing of IDEP partnership with the United Nations System;
  - (b) The recognition of IDEP's role in capacity development gaining momentum, as evidenced during the ECA Conference of Ministers of Planning and Economic Development and the High-Level Political Forum on Sustainable Development;
  - (c) Increasing demand in relation to the 2030 Agenda for Sustainable Development and Agenda 2063;
  - (d) Increasing partnerships or memorandums of understanding signed, such as those with PAP, AUDA, African Risk Capacity (ARC), the International Finance Corporation, Global Infrastructure Hub (GiHUB) and the International Food Policy Research Institute
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