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Statutory report on the African Institute for Economic Development and Planning

Theme: Industrialization for inclusive and transformative development in Africa

An overview of the African Institute for Economic Development and Planning in 2013

1. The statutory report of the African Institute for Economic Development and Planning (IDEP) to the 2014 Seventh Joint Annual Meetings of the Economic Commission for Africa (ECA) Conference of African Ministers of Finance, Planning, and Economic Development and African Union Conference of Ministers of Economy and Finance is being tabled in accordance with the standing wishes expressed by the Conference for regular updates on the substantive work and related operations of the Institute to be provided by its Governing Council and management. In previous reports of the Institute's work, member States were informed of the significant progress that had been registered, first with regard to the repositioning of the Institute as demanded by them in 2007 and 2008, and then in the further consolidation of its work for the benefit of African Government officials through programmes derived from its approved strategic plan for the period up to 2015.

2. Since its establishment in 1962, IDEP has undergone various phases of growth and reform designed to ensure that it is constantly adapted and alive to the changing needs and circumstances of its members. The contemporary efforts at institutional renewal and consolidation that were formally launched in 2009 following the Cairo Conference of Ministers were carried further in 2013, with the result that 2013 was one of the best years in the entire history of the Institute. This is as true for the number and diversity of programmes offered by the Institute as for the number and spread of individual officials and countries that benefited from them. The significant growth in IDEP programmes and the expansion of the Institute's presence and reach occurred within the context of major investments that began in 2012 and were carried over into 2013 in the environment and infrastructure of learning that it offers to course participants. Today, IDEP boasts state-of-the-art training and research facilities, including new simultaneous interpretation equipment for multilingual sessions and interactive electronic teaching boards. The Institute's programme expansion and reach throughout 2013 were accompanied by an across-the-board revamping of course modules with a view to further improving the quality and relevance of courses. Partnerships were also accelerated by the Institute across the continent for the decentralized delivery of its programmes beyond its headquarters in Dakar.

3. The year 2013 was very important in the history of IDEP for other reasons. It marked the year in which the Institute's interface with the overall programmatic strategy of ECA was carried to a new level that promised to revolutionize its operations for the benefit of its member States. In addition to the Institute's prescribed role as the entity responsible for ECA Subprogramme 8 on development planning and administration matters, effective from 1 March 2013, it was formally designated as the training arm of the Commission within the overall ambit of the 2012 ECA reform agenda. In this new, enhanced role, the Institute came to assume responsibility for all of the Commission's training initiatives, combining these with its own existing training initiatives, as mandated by the member States and the IDEP Governing Council. Close collaboration was also maintained by the Institute with the African Union Commission (AUC) through various training activities carried out for the benefit of its member States and professional staff. Similarly, training activities that fell within the overarching programmatic orientation of the Institute were carried out on a tailor-made basis

in collaboration with the African Development Bank and a number of beneficiary African countries.

4. To underpin the enhanced mandate of the Institute following its designation as the training arm of ECA, and in view of the expanding programmatic links between IDEP, AUC and other partners, steps were taken in the course of 2013 to boost the Institute's human and financial resources. These took the form of an enhanced annual grant from the United Nations, which was reported to the Annual Conference of Ministers in 2012 and which came into effect in January of that year; a special annual training allocation from ECA starting from 2013; the annual assessed contributions of member States; and extra-budgetary resources mobilized from various sources. In addition, staffing levels at IDEP were increased and greater investments in technology were made.

5. In all, the Governing Council and management of the Institute are pleased to report to the 2014 Conference of Ministers that IDEP is firmly re-established and functioning as the foremost African resource for development training and policy dialoguing for the benefit of its member States. The state of the Institute has never been stronger and more robust than it is presently. It registered a 100 per cent programme implementation as measured by the United Nations Integrated Management and Document Information System (IMDIS) index of delivery of outputs for the 2012–2013 biennium. It also registered the highest number ever of training activities in any one year in its history in 2013, continuing a new phase of growth and expansion that was set in motion in 2009. Significantly, the programmes carried out by the Institute in 2013 also included the highest number of courses ever offered in any one year to its member States on a demand-driven, tailor-made basis. Furthermore, the Institute's complementary policy research and dialogue activities attained new levels of significance as attested to by the high level of subscription and participation they attracted. Looking ahead to 2014, the leadership of the Institute intends to give prominence to consolidating the momentum that has been built up since 2009 all while pursuing new opportunities for extending its reach, depth, scale and presence, towards the goal of securing the place of the Institute over the long-term as an apex institution in the overall project of African development; the intention is to make IDEP a resource that not only works on its own to deliver a range of capacity development and allied policy research and advisory services but that also carries out its mandate in close partnership with other like-minded institutions across Africa. To this end, a new knowledge management dimension will be built into the work of the Institute and e-learning activities will be launched. Tracer studies of IDEP training alumni will be carried out and a greater emphasis will be placed on creating post-training follow-up activities for those who pass through the programmes of the Institute at any point in time. To help accomplish these value-adding initiatives, the ongoing recruitment processes that should culminate in the hiring of additional professionals will be accelerated.

Training programme expansion and diversification

6. As programme and activity years go, 2013 was easily the best to date in the history of training and capacity development at IDEP. During the year, a total of 37 short courses were organized by the Institute, both at its headquarters in Dakar and at other sites across Africa. This is the largest number of short courses ever organized by IDEP in any one year. The courses benefited a total of 758 officials coming from 48 African countries drawn from all five subregions. This is also the highest number of officials and countries to be involved in IDEP face-to-face training and capacity development activity in the history of the Institute.

The 758 officials who participated in one of the Institution's training courses represented 42 per cent of the 1,822 applications and nominations received and processed during the year, suggesting huge interest in the programmes of the Institute. The overwhelming majority of the officials who benefited from the courses, a full 98 per cent, were 50 years old or under, meaning that they would still have many years of a professional career ahead of them to be able to apply the knowledge, skills, and aptitudes they acquired at IDEP to their work. Based on the positions they occupied at the time they came to IDEP for a training programme, 70 per cent of officials were deemed to be mid-career staff of African Governments while 25 per cent fell into the category of senior officials, among them several senior directors and permanent secretaries who came with the recommendation of their ministers to follow particular courses of interest to their Governments. The Institute was especially proud to welcome officials from the newly independent republic of South Sudan, whose officials joined those from other countries in various programmes. Officials from countries such as Botswana, Comoros, Eritrea and Libya, countries which, for various reasons, had for some time failed to feature among the beneficiaries of IDEP training programmes, were also registered for different courses during 2013.

7. Within the overall ambit of the Institute's mandate on development planning and administration, and as part of the effort to support the contemporary efforts of African countries to drive an agenda of structural transformation, IDEP undertook a major revamp of its training and capacity development programmes during 2013. It was aided in this effort by its formal designation from 1 March 2013 onwards as the official training arm of ECA. In this role, and taking a cue from the new structural transformation agenda of ECA, the Institute introduced a set of new short courses that were mostly delivered on a pan-African scale. As a result, the year 2013 easily witnessed not just the most significant expansion in the number of IDEP short courses in its history but also the broadest diversity of themes ever registered to date. Underpinning all of the courses, and providing them with the coherence and synergy needed to make them elements of a holistic programming schedule, was the desire to offer training in thematic and sectoral domains that spoke to the imperatives of planning and development management in an emergent context of structural transformation. Among the key themes covered by the short courses were: Trade Policy, Trade Negotiations, Trade Statistics, Bankable Aid for Trade Programming, Regional Cooperation and Integration, Agricultural Policy, Agricultural Value Chains and Food Security, Social Policy for Development Planners, Industrial Policy, Statistical and Data Analyses, Macroeconomic Modelling, Gender Budgeting, Gender-Responsive Economic Policy Management, Development Policy Monitoring and Evaluation, Development Planning, Regional and Physical Planning, Strategic Planning, Debt Management, Mining Policy, Mining Contract Negotiations, Migration, Diasporas and Development, Tools and Techniques of Economic Analysis, and Energy Efficiency Investment Planning. All of the courses were delivered in English and French, sometimes with simultaneous interpretation and real-time translation services where officials from different linguistic backgrounds were brought together under the same roof.

8. If 2013 saw IDEP organize the highest number of short courses in its history, the year also witnessed the organization of the largest number of demand-driven, tailor-made courses specifically designed for the benefit of individual member States. Thirteen such tailor-made courses were organized in 2013. The beneficiary countries whose Governments asked IDEP to organize courses for their officials were Benin, Côte d'Ivoire and Guinea. The courses focused on Strategic Planning, Physical Planning, Project and Programme Monitoring and

Evaluation, and Economic Modelling, among others. In the course of the year, the Institute also commissioned training and capacity development needs assessments in development planning and economic management in Lesotho, Namibia, and Swaziland, with a view to setting the stage for tailor-made initiatives for the benefit of their officials. Furthermore, the participation of female officials in the training programmes of the Institute continued to receive close attention. During 2013, a total of 252 female officials were admitted to various short courses organized by the Institute. They represented 33 per cent of the trainees admitted for the year, a percentage which tallied roughly with the total number of applications received from female candidates for all the courses which the Institute announced in 2013. Almost all of the officials admitted to the short courses were awarded full scholarships by the Institute to facilitate their participation.

9. Delivering the large number of short courses which IDEP organized in 2013 required the construction of partnerships at various levels and with different institutions. To this end, the Institute stepped up its collaborative partnerships with strategic institutions located in each of the subregions of the continent for decentralized course programming and delivery. Steps were also taken to boost the quality of the content of IDEP short courses. In this connection, a comprehensive revamping of the modules for each of the courses was undertaken, entailing the updating of content, the integration of practical exercises and, as appropriate, field visits, and the adoption of a core set of required reading and tests. New course manuals were produced to offer a detailed description of what participants could expect, the learning objectives targeted, the knowledge and skills that participants should acquire, and the pedagogical philosophy and approach of IDEP. Annotated bibliographies were also generated for each course by the IDEP library, including books acquired in a targeted manner on the course themes, digital content of various types and online resources relevant to the topics covered. A new system of performance evaluation and grading was introduced under which all IDEP course participants were tested both individually and through group exercises and team assignments to determine the type of course certificate that would be awarded to them at the end of their training. The new IDEP certification system offers attestations from simple attendance/participation to competence/proficiency and merit/excellence/distinction. For each certificate awarded, a transcript of scores received by the trainees for each module is also generated to allow for credits from IDEP courses to be carried forward by those who might in the future wish to undertake further advanced training at the Institute or elsewhere.

10. Each IDEP short course was led by a designated director who was resident for the duration of the programme and enjoyed the support of a team of four to five resource persons, in line with the long-standing IDEP policy of having a ratio of one trainer for every five to six trainees. Class sizes, as has become the established standard, were therefore limited to between 25 and 30 participants. The range of measures introduced or reinforced to enhance programme content and quality in the face of the significant expansion of course offerings were complemented with major new investments in the infrastructure and environment of learning. In this connection, the entire computer laboratory of the Institute was overhauled with the installation of new, state-of-the-art equipment. Two additional computer laboratories were established during the year to treble the capacity for hands-on training on various quantitative methods and model-building exercises. Today, up to 60 officials can be trained simultaneously in the IDEP computer laboratories. New digital training aids, including electronic whiteboards, were also acquired and installed in all the different sites used for training at the Institute. For the first time in the history of the Institute, all five training halls

and theatres have been equipped with simultaneous interpretation facilities as part of an overall effort to modernize the Institute's equipment. Were IDEP to organize a course that required simultaneous interpretation in five languages, the new equipment installed would be able to accommodate this? The internet broadband provision of the Institute was also doubled and the pool of servers enhanced with new acquisitions designed to guarantee speedy and efficient service to all users of IDEP IT resources.

11. During 2013, arrangements for the launching of three new offerings within the revamped IDEP Master's degree programme were completed. The three Master's degree programmes in question are those on Development Planning, Industrial Policy, and Infrastructure Development. The Institute of National Planning in Cairo is co-hosting the postgraduate degree programme on Development Planning together with IDEP. The programme on Industrial Policy is being co-hosted with the University of Johannesburg while the offering on Infrastructure Development is being co-hosted with the Cheikh Anta Diop University of Dakar. All of the processes connected to course structure and duration, module development, course accreditation with the relevant authorities and the recruitment of course instructors were completed during 2013 and the stage was set for the official launching of the initiatives in 2014. Up to 25 officials are to be admitted into each of the courses in 2014. Each course will last for two academic sessions and comprise a mixture of compulsory core modules, a menu of optional modules depending on trainee preferences for further specialization, and a compulsory policy research project. Upon successful completion of the course, candidates will receive certificates jointly issued by IDEP and its partner institutions. Along with the three Master's degree programmes, advanced discussions were held during 2013 on new joint Master's degrees in Trade Policy and Development with the University of Nairobi and the University of Port Harcourt, Energy Policy with the University of Ibadan and Casablanca University, and Mineral Policy with the University of Johannesburg.

Reoriented policy research programmes

12. Side-by-side with the expansion and enhancement of the training and capacity development programmes of IDEP, a reorientation of the policy research activities of the Institute was undertaken in order to achieve a much better alignment between its primary training mandate and its research support activities. The imperative for such a reorientation was further reinforced by the reorganization of ECA and the resultant classification of IDEP into the knowledge operationalization and delivery arm of the Commission. Key highlights of 2013 included the three high-level policy dialogues hosted by the Institute. The first of these took place in Dakar under the theme "50 Years of Development Planning in Africa: Retrospect and Prospect", and was organized as a grand finale event to commemorate the fiftieth anniversary of the Institute. The second dialogue took place in Lusaka on "Mineral Beneficiation and Local Value Addition for Structural Transformation in Africa". It was convened to complement the courses offered by the Institute to officials, legislators, and civil society leaders on minerals policy and contract negotiations. The third dialogue, co-organized with the University of South Africa and the Council for the Development of Social Science Research in Africa, was held in Addis Ababa on the theme of "Land Reform, Land Grabbing and Agricultural Development in Africa". All three dialogues attracted the participation of about a hundred officials each, comprising a mixture of senior government, intergovernmental, private sector, research and think tank, philanthropic foundation and civil society representatives, including ministers and directors of national planning. The dialogue on development planning was designed to help explore new directions in economic

management in Africa. The one on beneficiation and local value addition was intended to review the options open to African countries in their stated quest to promote industrial development and structural transformation using their natural resource endowments. The decision to address the burning question of land reform in the third dialogue was informed by the need to re-centre discussions on large-scale land investments and alienation in Africa on their implications for equitable development and structural change.

13. As part of the Institute's series on the interface between culture and development, a workshop, the third to be convened, was also organized in 2013 on the theme of "Anchoring Development Planning in Culture: Rising to the Challenge". The workshop was held in Ouagadougou on the back of the 2013 edition of the Panafrican Film and Television Festival of Ouagadougou. Like the two previous editions held in Dakar in 2011 and Accra in 2012, it brought senior development planners and cultural workers in a joint endeavour to examine practical approaches to embedding national development plans and long-term visions in a cultural context that would both encourage local popular ownership and facilitate implementation. A total of 50 participants were invited to the workshop. Following the Ouagadougou workshops, the process was set in motion for the publication of the proceedings of the three sessions of the culture-development interface that the Institute convened during the period 2011 to 2013. The preparatory work for the launching of a new workshop series on the macroeconomic frames that could support the national development plans, long-term visions and structural transformation agendas of African countries was completed with a view to convening the first session in 2014. This new workshop series will be undertaken with the Macroeconomic Policy Division of ECA and will primarily target the directors of national planning and their macro policy advisers as the principal participants.

14. As in previous years, the IDEP monthly development seminars hosted at the Institute's headquarters in Dakar continued to serve as a key forum for lively debates on the development experiences and trajectories of the African continent. Each monthly development seminar attracted an average of 50 participants, and among some of the topics that were addressed and which attracted the greatest interest were the governance of development, the migration-development nexus, social policy in a development context, and new directions in engendering development. Within the ambit of the IDEP fellowship programme, a total of five fellows were hosted at the Institute during 2013. They came from Burkina Faso, Côte d'Ivoire, Mali and Senegal. The topics they covered during the tenure of their fellowship included land reform in a post-conflict context, development monitoring and evaluation, and trade and investment policy. The year 2013 also witnessed the development by the Institute of an inventory of social protection and social policy practices among African countries. The project was launched at the behest of the African Union Conference of Ministers responsible for Social Development and is meant to feed into the operationalization of the pan-African Social Policy Framework. Similarly, a desk study was commissioned by the Institute to examine the place of gender in the national development plans that African countries have adopted in recent years. The study was carried out as a joint partnership between the Institute and UN-Women.

Repositioning the IDEP library

15. The IDEP library built its reputation over a long period as a key depository of United Nations documents in Senegal and the one site where copies of the various development plans that have been produced by African Governments over the period from 1945 onwards

could be located. Over the years, it has also acquired a reputation for its vast collection of development literature in English and French, including those specific to the concerns of African countries. In a bid to further enhance its role and as part of the internal re-alignment of functions at IDEP occasioned by the restructuring of ECA, the Library came to include a specific knowledge management dimension to its work. In consonance with this, and as the first in a series of initiatives, steps were taken during 2013 to begin to make the library's documentary resources available online. This was done as part of the process to digitize the library collection, which also began in earnest in 2013. As of December 2013, 18,000 documents had been processed and put online. The Library also launched a course module on library and online research methods for officials admitted to undertake various training and policy research programmes at the Institute. Furthermore, the Library systematically developed annotated bibliographies for each of the short courses hosted by the Institute in 2013 and these were made available to trainees as part of their learning kit. The acquisition of documentaries was also stepped up to enhance the collection of visual learning tools available in the Library to participants in IDEP programmes and it acquired new ISSN/ISBN codes for publications issued by the Institute.

Another year of vigorous outreach

16. As in previous years, 2013 was also a year of a vigorous outreach by IDEP to the member States. This was done as much for the purpose of broadening awareness about the Institute's programmes as for the cementing of its local presence in different African countries. As part of this effort, the customary annual outreach visits were paid to most African embassies present in Dakar, with meetings held with all the ambassadors and chargés d'affaires throughout the first quarter of 2013 to brief them about the strategic orientations of the Institute and the programme of activities approved for the year. Within Africa, outreach visits were also paid by IDEP staff to Ghana, Guinea, Ethiopia, Morocco, Mozambique, Namibia, Nigeria, Sierra Leone, South Africa, Swaziland, Tunisia, the United Republic of Tanzania and Zambia. The visits mostly involved meetings with senior government officials in national planning institutions and relevant personnel of universities, research centres, training institutes and think tank administrators, with a view to, among other things, gaining a better understanding of their needs, sensitizing them to the work of IDEP, and exploring the possibilities for partnerships with them in the decentralized delivery of certain IDEP programmes. Outside Africa, outreach visits were paid to Belgium (mainly for contacts with the European Commission), France, Sweden and the United Kingdom in order formally to pursue promising opportunities for collaboration and partnership or to explore the prospects for such relations. The outcomes were mostly positive, as attested to by the range and magnitude of extra-budgetary resources which the Institute successfully mobilized in 2013 in support of its programmes and activities.

17. Among the new institutional partnerships forged by IDEP during 2013 and old ones that were revalidated for the year are those with the University of Johannesburg, the Human Science Research Council of South Africa, the University of South Africa (Archie Mafeje Research Institute and the Thabo Mbeki Leadership Institute), the Mapungubwe Institute for Strategic Reflection, the Africa Institute of South Africa, the Nigerian Institute of International Affairs, the University of Port Harcourt, the Centre for Management Development of Nigeria, the University of Swaziland, the University of Ghana at Legon, the Ghana Institute of Management and Public Administration, the University Cheikh Anta Diop

of Dakar, the Conseil Economique et Sociale of Senegal, the Institut Universitaire Catholique Saint Jerome of Douala, the Institute of National Planning of Egypt, the National Institute for Statistics of Morocco, the University of Casablanca, the University of Douala, the Institute of Development Studies in Sussex, the European Centre for Development Policy Management in Maastricht, the African Diaspora Policy Centre in Amsterdam, the International Social Science Council in Paris, and the Nordic Africa Institute in Uppsala. The outreach strategy that was pursued in 2013 will be carried forward into 2014 with the goal of continuing to raise awareness among various constituencies to the changing direction of the work of IDEP, the new programmes that it offers, the benefits that accrue to member States from its work, and the mutually beneficial opportunities for collaboration that exist for delivering decentralized programming.

IDEP as a programme partner of the African Union

18. The year 2013 witnessed further consolidation of the programmatic relations which have flowered in recent years between IDEP and various divisions of AUC. The Institute continued to play the role of a formal institutional support partner to the Commission's Department of Social Affairs within the framework of the joint European Union and Africa Working Group on Migration, Mobility and Employment (MME). The MME discussions form part of the broader European Union–Africa dialogue that encompasses eight themes. As an institutional partner to AUC, IDEP not only follows the range of questions arising under the MME theme, it also offers the Commission strategic support and advice on articulating the African common position. Two meetings of senior officials from the European Union and member States of the African Union were organized and facilitated by IDEP in 2013 as part of the MME project. Collaboration between the Institute and the Economic Affairs Department of the Commission to facilitate a short course offered in English and French on regional integration in Africa for the benefit of staff of ECA, the regional economic communities and national Governments was also carried into 2013. The Institute maintained its role as a partner of the Economic Affairs Department of the Commission for the editorial production of the African Integration Review. Furthermore, the Institute continued to work with the Human Resources, Science and Technology Department of the Commission on the operationalization of an African Research and Innovation Council. Also with the Department of Social Affairs, IDEP organized a short course on social policy for 30 African officials and another one on migration policy and development outcomes. Finally, with regard both to Agenda 2063 and the dissemination of the African Mining Vision, IDEP co-organized and participated in initiatives designed to play a supportive role to AUC in the articulation and delivery of its strategic pan-African initiatives, doing so on its own, in partnership with the Commission's new Division for Capacity Development and other institutional partners.

IDEP in the new ECA programme architecture

19. The deepening of the Institute's working relations with AUC during 2013 went hand-in-hand with the radical repositioning of the Institute within the ECA programme architecture effective from March of that year. Hitherto, the Institute related to ECA in terms principally of its responsibility for Subprogramme 8 of the Commission on development planning and administration in Africa. Every other programmatic relationship that took place had to be negotiated on a division-by-division basis by the Institute, a cumbersome process that entailed huge transaction costs and that did not allow for an effective and efficient alignment

to be achieved between the knowledge generated by ECA and the training courses offered by IDEP. Furthermore, the previous programme structure did not formally feature IDEP and so the natural interface that could have been expected between the Institute and the substantive divisions of the Commission did not exist. This began to change radically from March 2013 when the Institute was formally designated as the official training arm of ECA with exclusive responsibility for carrying out capacity development for individual officials of the member States as an integral part of and on behalf of the Commission. By this decision, which was announced to the IDEP Governing Council in January 2013 at its fifty-second session in Dakar and in March at the 2013 Conference of Ministers in Abidjan, the ground was established for a much stronger synergy to be established between the training activities of the Institute and the policy research agenda of the various divisions and subregional offices of ECA. The repositioning of IDEP within the Commission was also backed up with a pledge of some \$1.26 million to be used by the Institute to expand training around the structural transformation agenda of the Commission, in addition to its existing budgetary allocation. Firm pledges of additional extra-budgetary allocations to boost the staffing of the Institute at the professional level were also made by the Commission. In many ways, even as the process is still settling in and staff are adjusting to the new order of things, the restructuring at ECA marked the onset of a new day at IDEP and accounted in part for the significant expansion in training activities registered in 2013, which will without doubt be carried into 2014 and beyond.

Enhancing institutional capacity

20. The full calendar of activities carried out by the Institute during the 2012–2013 biennium was calculated as amounting to a UN IMDIS performance of 100 per cent. This is, by any standards, an outstanding level of institutional performance that has cemented the progress registered over the last few years in repositioning the Institute as a frontline actor in the terrain of executive education. Critical to the successes registered by the Institute is a body of dedicated staff, which during 2013 benefited from a modest expansion in numbers and an upgrading of skills through opportunities for in-house and external training. The Training Division was the single most important beneficiary of the recruitment of additional staff, understandably so on account of the significant expansion in its activities. At the end of 2013, the Institute had a total of 25 full-time staff on its payroll with an additional five new staff members, including a new head of Administration, Finance and Partnerships, expected to come onboard in the first half of 2014. The work of the Institute's staff during 2013 was supported by some 96 resource persons (compared to 53 in 2012), who have historically been critical to the training delivery model of the Institute in their capacities as course directors and lecturers. Three interns were also accepted to work at the Institute during 2013 and they were deployed to the Administrative, Finance and IT units to be supervised by the full-time unit heads.

Major budgetary and financial successes

21. For the 2013 financial year, a budget of \$6,155,000 was approved for the Institute by its Governing Council. The total expenditures recorded by the Institute as of the end of November 2013 stood at \$5,063,866, representing 82 per cent of the total budgeted amount. The figure is expected to be higher when the 2013 year-end expenditures are included. The budget performance registered by the Institute occurred on the back of the significant

increase in the annual regular budget allocation to the Institute from the United Nations, the commitment shown by many member States through the payment of their annual assessed contributions, the special allocation made to the Institute by ECA within the ambit of the Commission's internal reforms, and the resources mobilized from extrabudgetary sources. With specific reference to the extrabudgetary resources mobilized, the Institute registered big successes with Sida, the Arab Bank for Economic Development in Africa, the Ford Foundation, the European Commission, the African Development Bank and AUC. On account of the steady growth in the flow of resources into the coffers of the Institute, the management, with the authorization of the Governing Council, began to build reserves that could serve to cushion it in periods of financial drought. The new United Nations-authorized interest-yielding account in New York, which was opened at the behest of the United Nations Secretariat Controller to replace the previous non-interest-yielding account that the Institute operated, became the principal vehicle through which key transactions were undertaken. The audit of the accounts of the Institute was undertaken by KPMG, appointed by the Governing Council in 2011 for a period of three years. The 2012 audit report provided a clean bill of health and was an unqualified endorsement of the statement of accounts. The 2013 accounts were beginning to be audited at the time of the preparation of this report; they will be presented to the Governing Council by KPMG in April 2014.

IDEP at the 2013 Conference of Ministers

22. Among the statutory issues tabled before the 2013 Conference of Ministers in Abidjan, Côte d'Ivoire, was an amended version of the IDEP Statutes. The Governing Council of the Institute had ordered the amendments primarily with a view to bringing the Statutes up to date with current institutional practices and in order to enshrine new standards of governance that could add to the good administration of its affairs. The Conference of Ministers considered the draft that was cleared for presentation to it by the Governing Council and approved the new, updated version. Following the Conference, the new document was processed and lodged with the Economic and Social Council secretariat in New York by ECA. Both the report of the Committee of Experts of the Conference and the Ministerial Statement issued at the end of the meeting conveyed appreciation from member States to the IDEP Governing Council and management for the quality and breadth of the work accomplished by the Institute. IDEP and the Macroeconomic Policy Division of ECA co-hosted a joint side event at the Conference of Ministers designed to help build a network of African development planning officials into a pan-African forum through which they could interact and exchange in a structured way around issues of common interest or concern. The event was organized as a follow-up to the formal launch of the network of African development planners in Addis Ababa on the back of the 2012 Conference of Ministers. It witnessed a large turnout of officials, many of whom were also in Abidjan as the lead experts from their countries at the 2013 Conference of Ministers.

Looking ahead to 2014

23. Important incremental progress has certainly continued to be registered in the collective efforts that have been deployed over the last few years to make IDEP an apex pan-African institution in the vanguard of executive education and associated policy research for African officials in the field of development planning and administration. By all indicators and measurements, 2013 was an extremely vibrant programmatic year for the Institute, a

vibrancy that was refracted into all aspects of institutional life and reflected in the new heights that were reached. As in previous years, the achievements made in 2013 are only a foretaste of even bigger possibilities and opportunities for the Institute. It is for this reason that energies must continue to be deployed creatively to build on the gains that have been made while striving to open up new frontiers. The work programme that has been proposed for 2014 is designed with this ambition in mind. At one level, it aims to consolidate the gains of previous years while simultaneously pursuing a judicious expansion and diversity of programme offerings. At another level, 2014 is designed to mark the addition of significant value to IDEP programmes with emphasis on the pre- and post-training follow-up of course participants, the monitoring and measurement of impact, and the promotion of a continental community of practice around the various themes covered in the work of the Institute. Furthermore, during 2014, the first cohort of participants in the revamped IDEP Master's degree programme and the new e-learning courses will come onboard. All in all, IDEP is looking forward to another successful year marked by important new frontiers in its work. The Institute is also looking forward to continued strong support from the member States, support which it intends to continue to deserve on the basis of the range and quality of the programmes that it develops for the benefit of member State officials.