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**Eighth Joint Annual Meetings of the African Union
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Statutory report of the Institute for Economic Development and Planning

Executive summary

1. This report, presented in line with the standing request of the Conference of African Ministers of Finance, Planning and Economic Development, summarizes the work of the African Institute for Economic Development and Planning (IDEP) for the period from March 2014 to March 2015. It covers the Institute's core activities, focusing on its main mandate of providing training for officials of member States responsible for economic management and development planning. During the reporting period, the Institute successfully built on its record of the preceding five years with regard to the number and diversity of its courses and the candidates admitted to those courses. Every year since 2009, when the mandate for the repositioning of the Institute was established, IDEP has witnessed an incremental expansion in its course offerings, enabling it to meet the various needs expressed by member States. The decentralized delivery of IDEP programmes which began in 2010 was carried forward in 2014 and the range of its institutional partners was enlarged in keeping with the strategy of ensuring local presence, visibility and impact across different parts of the African continent. In all, 37 short courses were organized by the Institute in 2014, drawing a total of nearly 800 participants from 51 member States spread across the five subregions of the African continent.

2. The short courses which IDEP dispensed in 2014 were accompanied by a policy research, fellowship and dialogue portfolio within the overall pedagogical approach adopted by the Institute. The portfolio of IDEP post-graduate training courses was also expanded to include new Masters degree programmes in development planning, industrial policy and trade policy. The spirit of innovation and outreach that partly underpinned the IDEP 2010-2015 strategic plan was carried further in different ways, including the hosting for the first time in

* The Specialized Technical Committee replaces the Conference of African Ministers of Economy and Finance (CAMEF) and the Conference of African Ministers of Integration (COMAI). The Specialized Technical Committee brings together ministers of finance, monetary affairs, economic planning and integration.

the history of the Institute of a short course in Arabic, in Cairo, in December 2014. The IDEP Monthly Development Seminar series, held at the Institute's headquarters building in Dakar, remained a very popular and much-appreciated initiative, allowing for public discussion and debate among various knowledgeable actors on topical issues. Investments in institutional infrastructure which began in 2010 also continued in 2014, with a view to completing measures designed to improve the learning environment. In spite of several challenges it faced, not least of which was the outbreak of the Ebola virus and a shortfall in the flow of extrabudgetary resources, IDEP was able to meet its key programme objectives for 2014, posting a 100-per-cent record of programme implementation. The Institute entered 2015, the last year of its current strategic plan, with its standing as a premier centre for training and associated policy research and dialogue firmly re-established, and its future as an autonomous resource at the service of member States looking bright.

Introduction

3. IDEP entered 2014 against the backdrop of a highly successful year of programme implementation in 2013, a time when the Institute recorded the highest number of courses ever in its more-than-50-year history. In the statutory report it submitted to the Conference of Ministers on its programme and activities for 2013, the Institute had indicated that the success it had recorded in various areas was clear evidence of the success of the repositioning strategy which it had adopted on the recommendation of its Governing Council. If there were still any doubts in any quarter as to the capacity and strategic positioning of the Institute, those doubts should have dissipated in 2013, when IDEP demonstrated in no uncertain terms that it had not only reclaimed its place as a premier and pioneering resource for training policy officials, but was also well placed to explore new strategic directions for development planning capacity development, in accordance with its mandate. The challenge faced by the Institute during the reporting period was to build upon that 2013 record and, in doing so, to introduce new dimensions to its work that could add value to the experiences of those who participate in its programmes. The Institute succeeded in meeting that challenge and in maintaining its 100-per-cent programme implementation record, as measured by its expected accomplishments recorded in the United Nations Integrated Monitoring and Documentation System (IMDIS).

Training activities

4. During the reporting period, IDEP dispensed a total of 37 short courses, most of which ran for an average of two weeks and drew a total of nearly 800 participants from the five subregions of the continent. In 2014, the Institute processed a total of 1,877 applications and nominations from officials of member States for admission into its courses. The admission rate, calculated as a ratio of the number of applications received to the number of admitted candidates, was approximately 27 per cent. Of the 2014 course participants, 31 per cent were female and 69 per cent were male. The proportion of female officials admitted into IDEP courses in 2014 partly reflects the male dominance in the African economic bureaucracy, where women make up less than 20 per cent of the officer or cadre category. As in previous years and in line with institutional policy, IDEP strongly encouraged applications from female candidates and nominees and, where a female candidate was tied with a male candidate during the applicant and nominee evaluation process, the female candidate was given preference. All of the 2014 course participants were required, as in previous years, to take oral and written tests to determine their aptitude in the core areas covered by the courses. Certificates and transcripts were delivered to all participants to provide nominating authorities with an insight into the performance of the persons they had nominated to attend the course.

5. About 36 per cent of the participants in IDEP training activities came from West Africa, 25 per cent from East Africa, 11 per cent from Central Africa, 18 per cent from Southern Africa, and 10 per cent from North Africa. Of all the trainees and course participants, 61 per cent were between the ages of 35 and 55, the age band containing the mid-career and senior officials targeted by the Institute; 35 per cent were under the age of 35, reflecting the deliberate efforts made by the Institute to reach younger officials who require support with fundamental economic management and planning skills; and only 4 per cent were over 55 years of age. Of the 54 countries in the continent, only 3 were not represented in IDEP training activities in 2014, giving the Institute a 94 per cent coverage ratio. Of the three countries not represented, two were embroiled in serious domestic conflicts. In addition to its headquarters city of Dakar, the Institute also hosted its short courses in Cairo, Dar es Salaam and Nairobi. The improvement in the spread of participants in IDEP courses was the result of intensified outreach efforts to other regions outside West Africa; support received from member States to improve the targeted distribution of calls for applications and nominations issued by the Institute; expansion by IDEP of local institutional partnerships for programme delivery as part of the strategy to decentralize the Institute's work; and initial steps taken in 2014 to introduce courses in Arabic for the first time in the history of the Institute.

6. The portfolio of short courses organized by IDEP in 2014 comprised a mixture of established programmes and new or reconfigured programmes corresponding to the emerging continental development agenda superintended by the African Union and the expressed commitment of member States to a strategy of structural transformation. This strategy is embodied in their national visions and plans, programmes for national emergence and rebirth over the medium term, and desire to become developmental States, and in the African Union Agenda 2063, which they collectively adopted as a continental framework for action. Thus, in addition to core short courses such as those on development planning, trade policy, regional integration, industrial policy, mining policy, agricultural policy, data analysis, macroeconomic modelling, contract negotiations and gender, the Institute also organized courses in new areas or using new approaches, on deeper regional integration, trade statistics, domestic resource mobilization, mineral governance, and mineral economics. Curriculum development and test-run sessions were also organized for new courses on science, technology and innovation policy; infrastructure policy with an accent on transport infrastructure; energy policy; public debt management; governance and development; public-private partnerships; and domestic resource mobilization and investment.

7. In terms of programme innovation, in addition to the activities that were introduced in 2012 and 2013, most notably course certification and accreditation and application of various digital solutions to the learning environment at IDEP, pre- and post-training activities around each of the short courses dispensed by the Institute were also introduced in 2014, with a view to both deepening trainee experience and improving the monitoring of programme impact on the policy process and on institutions. A massive investment scheme was also undertaken in 2014 to revamp the curricula for the portfolio of IDEP short courses. As part of this effort, and for the first time in the history of the Institute, an institutionalized annual forum of directors of IDEP short courses was established to allow for a collective monitoring and review of programme concerns, including a greater standardization of the curricula and enhanced synergies among courses. Other avenues of innovation explored in 2014 included the introduction of an online application and registration system for all IDEP short courses; the post-training online networking of trainees; the introduction of measures for the organization of an alumni network of former IDEP trainees and the participation of alumni in

selected IDEP programmes; and the invitation of senior private sector, civil society and public sector practitioners to participate as panellists in IDEP training activities.

8. Significant progress was also registered with the new IDEP Masters degree programme. The Conference will recall that the Institute used to run only one omnibus Masters degree programme on economic management and planning, albeit with possibilities for trainee specialization. As part of the repositioning of the Institute, and in view of the evolving needs and priorities of member States, five new Masters degree programmes were approved by the Governing Council, along with a management proposal that they should be run in conjunction with African universities, both in consonance with the IDEP policy on decentralization and as part of a strategy for widening accreditation. The new Masters degree programmes on industrial policy (with the University of Johannesburg), development planning (with the Institute of National Planning, Cairo) and trade and development (with the University of Nairobi) were finalized in 2014. The first cohort of officials admitted to the courses will begin their programmes in 2015. Each course is expected to have a total of 20 trainees, run over a period of 18 months, and offer a certificate equivalent to the old M. Phil/DEA and the new Masters (II) in the Bologna system. The certificates to be issued will be in the joint names of IDEP and the university with which it is collaborating for each course. Depending on the course they choose to enrol in, trainees will be based in Cairo, Dakar, Johannesburg or Nairobi. IDEP is offering a number of full and partial scholarships on a competitive basis to some of the successful candidates who cannot raise funds for their participation.

9. In 2014, significant strides were made towards the launching of the IDEP virtual university, which will encompass the new online and distance learning programmes of the Institute. To this end, a test run lasting three months was performed for the first set of e-learning courses which IDEP will be hosting. The test run was designed to offer a real-life simulation of the online platform that the Institute adopted and to provide an opportunity to identify and rectify any potential hitches with the e-learning programme when it went live. The exercise was successful and in 2015, the first set of IDEP e-learning programmes will be offered to officials of member States. Along with the distance learning option that will also be made available, the Institute will revolutionize its course delivery and offer win-win outcomes to its trainees and member States regarding coverage, costs and opportunities for continuing education. Volume and scale are also expected to grow significantly as the Institute will be able to accommodate a much larger pool of trainees whose low-cost tuition payments would also serve as an additional source of income for the Institute.

Policy research, fellowships and dialogues

10. Supplementing the core training mandate of IDEP are various policy research, fellowship and dialogue activities which enrich its course delivery and also contribute to the acceptance of new or innovative policy practices. In 2014, the Institute carried forward its ongoing policy research work on the issues of gender and development planning, social policy for structural transformation and cultures of development, focusing on the interface between culture and development planning. The Institute also welcomed a total of five visiting research fellows working on different policy research questions covering e-governance, entry of informal businesses into the formal sector, the quest for equity in public sector spending, foreign direct investment in the petroleum industry, and the history of African development planning. Two high-level leadership meetings were convened in partnership with the Capacity Development Division of the Economic Commission for Africa (ECA). At the first of these meetings, held in Johannesburg, South Africa, in March 2014, staff members of IDEP and

ECA together with the heads of national planning institutions from across the continent engaged in a structured dialogue with the NEPAD Planning and Coordination Agency, for the first time since the establishment of the Agency over a decade ago. A follow-up high-level leadership meeting on the African Union Agenda 2063, involving the heads of national planning institutions and the Directorate of Strategic Planning of the African Union Commission, was convened in Kigali, in September 2014. That meeting also marked the first time that the heads of national planning institutions from the member States had been given the opportunity as a group to review the draft Agenda and suggest inputs for its refinement.

11. IDEP also partnered with a consortium of institutions that included the Archie Mafeje Research Institute and the Thabo Mbeki Leadership Institute, both of the University of South Africa, to organize the second Pan-African Round-table Dialogue, on the theme “Investment or Land-Grabbing?: The Challenge of Agriculture and Food Security in Africa”. The meeting was organized as a follow-up to the inaugural round table which had taken place in Addis Ababa in 2013. The 2014 round table was held in Dakar, at the IDEP headquarters building, over a three-day period in November 2014. Earlier in the year, in May, the Institute had collaborated with Trust Africa, the Open Society Institute for West Africa and the Ford Foundation to host a round table entitled “Reversing the Resource ‘Curse’ for Africa”. The IDEP Monthly Development Seminar series that provides a platform for Dakar-based policy researchers, practitioners, advocates and activists to discuss topical issues of interest continued during the period under review, as a key institutional tool for fostering multi-stakeholder engagements on Africa’s development trajectory. Some of the topics addressed included the Economic Partnerships Agreements, land governance, food security, sustainable employment, and regional integration. Lastly, at the First International Francophone Forum on Evaluation, held in Dakar in December 2014, the Institute facilitated and co-organized a number of panels connected to its work on the role and place of monitoring and evaluation in development planning processes and institutions.

Library and documentation

12. In 2014, library and documentation services continued to be an important part of the Institute’s overall pedagogical strategy. The Institute further enhanced its online public access catalogue using the OPAC system, and increased the number of books registered on its IDS documentation server, powered by INVENIO, to 19,200. The IDS server gave users direct access to 30 online databases during the year and registered a total of 24,951 users, thereby underscoring its growing popularity as a portal for literature on African development. The Institute also embraced the DIIGO platform to enable it to share various web links on economic development and planning. A total of 1,604 users, comprising 422 trainees in different IDEP courses and 1,182 external researchers, were served directly by the library during the year. Of the 227 requests for information handled by the library, 181 were successful, for a satisfaction rate of 80 per cent. Furthermore, as has become customary, the library supplied annotated bibliographic materials in English and French for use by trainees in all IDEP courses. Dedicated acquisitions were also made to boost the library’s collections with the most recent literature in all of the areas covered by the Institute’s training activities. A total of 583 new book acquisitions were added to the library collection in 2014 to bring the total collection to 64,806.

Governance

13. In accordance with the Institute's statutes, its Governing Council held its fifty-third meeting in Brazzaville, on 18 and 19 June 2014, hosted by the Government of the Congo. The opening session was attended by senior Congolese government officials and was chaired by the Congolese Minister of Planning, with the support of the Chair of the Council, Mr. Carlos Lopes. The format adopted for the opening ceremony allowed for a presentation of various dimensions of the work of the Institute to the assembled Congolese officials and a public discussion on the role which planning could play in the quest for structural transformation in Africa. Following the opening ceremony, the meeting went into its business session, where agenda items pertaining to the governance and internal administration of the Institute and its programme performance and institutional finances were reviewed. The fifty-fourth meeting, which was scheduled to be held in the Institute's headquarters building, in October 2014, had to be postponed following the outbreak of a particularly virulent strain of the Ebola virus in parts of West Africa.

14. In 2014, the revamped IDEP Technical Advisory Committee held its inaugural session in the Institute's headquarters building. The session was devoted primarily to orienting members of the Committee on the status of the work of the Institute, to enable them to report to the Council on the relevance and quality of IDEP programmes and activities. A second meeting of the Advisory Committee was held in January 2015, in Casablanca, Morocco, with the collaboration and support of the Government of Morocco. The session was devoted to reflections on the current IDEP institutional strategy for the period 2010-2015 and the elements which could be introduced into the plan for 2016-2020, which is due to be presented to the Governing Council for review and adoption in 2015. A report on the proceedings of the two meetings was adopted by the Committee members for onward transmission to the Governing Council.

The Institute within the Economic Commission for Africa

15. The Conference will recall that in March 2013, following the restructuring of ECA, IDEP had been designated as the Commission's arm responsible for all training activities. In this regard, a new framework had been created for collaboration between IDEP and other divisions of ECA, building on previous years of partnership. In 2014, the Institute worked closely with the Capacity Development, Macroeconomic Policy, Regional Integration and Trade, Special Initiatives, and Social Affairs Divisions, primarily on the organization of short courses for the benefit of African officials. Several staff members from some of the divisions and subregional offices of ECA also served as resource persons for several of the courses organized by the Institute. Furthermore, IDEP was entrusted with the responsibility for some of the training activities for the retooling of ECA staff members following the reconfiguration of the Commission to strengthen its knowledge production function.

The Institute and the African Union

16. The collaboration between IDEP and the various departments and agencies of the African Union continued apace in 2014. Short courses on social policy, migration and regional integration were organized by the Institute in collaboration with the Departments of Social Affairs and Economic Affairs of the African Union Commission. The Institute's continued collaboration with the Department of Social Affairs has been particularly strong

and fruitful, going beyond training programmes to include advisory work in relation to the migration, mobility and employment stream of the Europe-Africa dialogue and partnership. The Institute also worked with the NEPAD Planning and Coordination Agency to run a learning session for a cross-section of government officials from Senegal on the work and workings of the Agency. The session was organized following the election of President Macky Sall as the new Chair of the NEPAD Heads of State and Government Orientation Committee and the need expressed for officials from various ministerial departments to be updated on the NEPAD processes. The Pan-African Parliament and the Institute also concluded a memorandum of understanding under which IDEP will assume a role in packaging training programmes for the members and staff of the Parliament.

New programmatic partnerships

17. In 2014, the Institute maintained and built upon its core partnerships with various institutions within and outside Africa, at the continental and local levels. For the purposes of the decentralized delivery of courses, memorandums of understanding and other working agreements were concluded with the University of Johannesburg; the University of Nairobi; the Macroeconomic and Financial Management Institute of Eastern and Southern Africa in Harare; the Common Market for Eastern and Southern Africa in Lusaka; the Economic and Monetary Union of West Africa in Ouagadougou; the African Centre for Economic Transformation in Accra; the University of South Africa in Pretoria; the Africa-Arab Research Centre in Cairo; the Trust Africa Foundation in Dakar; and ENDA Tiers Monde in Dakar. The existing partnerships with the Ford Foundation, the Open Society Institute for West Africa, and the Arab Bank for African Development were renewed. New partnerships were also established with the Egyptian Institute of National Planning, the Economic Community of West African States, the University of Port Harcourt in Nigeria, the Ministry of Education of Nigeria, the Institute of Development Studies of the University of Nairobi, the Africa Leadership Centre, based at the University of Nairobi, and the Centre for Research on the African Diaspora, based in the Netherlands.

Administration and Finance

18. In 2014, IDEP operated a regular budget of \$2,650,066 and an extrabudgetary envelope of \$2,582,346. The regular budgetary resources available to the Institute comprised mainly the annual grants from the United Nations, contributions from member States, and integrally generated revenues such as tuition fees. The extrabudgetary resources were mainly mobilized by the Institute's management team from various donor sources. Budget implementation for the year came to about 90 per cent of available resources. The firm KPMG was appointed by the Governing Council of the Institute as external auditors. The auditors presented their findings on the 2013 operations of the Institute in an unqualified report at the fifty-third meeting of the Council, held in Brazzaville. At the time of the preparation of the present report, the auditors had already completed initial work on the 2014 accounts of the Institute. With a healthy reserve which can ensure that the Institute functions optimally over the short-to medium-term in case of any sudden external shocks that could affect its finances, the Institute is in a healthy financial position. This has enabled its management to invest further in the upgrading of institutional infrastructure and facilities in order to enhance the learning and working environments for trainees and staff members.

Looking to the future

19. This year will mark the end of the current IDEP strategic plan. The road which the Institute has travelled since 2010 has been premised on a strategy of renewal and revitalization. In the main, the strategy has been successful in placing the Institute back on the map as a leading centre for the training of officials from the public sector. Looking forward, as the Institute develops its strategic plan for the period 2016-2020, it is well placed to achieve its goal of becoming a premier virtual university at the service of its members. The support of member States at different levels will be critical to the success of the Institute's future strategy.