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**Economic Commission for Africa  
Committee of Experts**  
Thirty-fifth meeting**African Union  
Committee of Experts**  
Second meeting**Ninth Joint Annual Meetings of the African Union  
Specialized Technical Committee on Finance, Monetary  
Affairs, Economic Planning and Integration and the  
Economic Commission for Africa Conference of African  
Ministers of Finance, Planning and Economic  
Development****Meeting of the Committee of Experts**  
Addis Ababa, 31 March – 2 April 2016

## **Progress report on the work of the African Institute for Economic Development and Planning [final version]**

### **I. Introduction**

1. This report is based on a report presented to the members of the Governing Council of the African Institute for Economic Development and Planning (IDEP), during their 54<sup>th</sup> session held in Addis Ababa on 5 February 2016. The report starts by setting out the scene, through a brief overview of the international agenda items, relevant to the focus of IDEP activities and the finalization of its 2016 – 2020 strategic plan. Following that is a presentation of the major events that took place in the Institute during the year 2015, mainly: the implementation of its programmes and activities, the mobilization of financial resources, and the latest developments relating to its human resources and facilities. Detailed data is provided in the annexes to this report.

### **II. The year 2015**

2. The year 2015 was a critical turning point in the development process worldwide. Many momentous international meetings which had a direct impact on Africa's development took place. The outcome of these meetings is briefly presented as an introduction of this report because, in one way or another, IDEP will address them when defining its priority areas and designing its programme of work for the coming years. This will be achieved on the basis of an analysis of the main development challenges faced by the continent, to which IDEP can contribute in line with its mandate. African countries participated in most of these meetings with carefully thought out common positions, which enabled them to better advocate for their priorities, constraints and expectations. The process leading to these common positions, as well as the agendas that resulted from it, can therefore be considered as

an expression of their needs. Hence, it can guide the reflection on the strategic orientations of the Institute.

### **Agenda 2063: Africa's long term vision and agenda**

3. In Africa, 2015 started with the adoption of the Agenda 2063 by the Heads of State and Government of the African Union (AU), during the 24th Ordinary Session of the Summit of the African Union, held in Addis Ababa, on 30 and 31 January. Agenda 2063 is a 50 year strategic framework for the economic and social transformation of the continent. The implementation of Agenda 2063 starts with a 10-year operational plan, which definitely requires an innovative approach for the design and planning of public policies. IDEP will support African countries in this area through capacity-building.

4. IDEP has already started to build awareness among policymakers, highlighting a major challenge namely the alignment of the objectives of Agenda 2063 with the Sustainable Development Goals of the United Nations, in order to adopt a common approach for their implementation at the national level. Countries will have to integrate these objectives in their economic, social and environmental policies, and therefore in their development plans. AUC and ECA are currently leading an in-depth reflection in this context.

### **The sustainable development, the goal of the next 15 years**

5. Africa's mobilization and significant progress towards the achievement of the Millennium Development Goals which were approved during the Millennium Summit in 2000, are undeniable. However, there is still a lot to be done. The post-2015 Agenda, currently called Agenda 2030, was launched by world leaders during the United Nations General Assembly, in September 2015. Through its 17 Sustainable Development Goals, the Agenda is a commitment for the next 15 years and should also be seen as a new opportunity to accelerate the development process in our countries. It will not only help with full implementation of MDGs, but also achieve the objective of becoming emerging countries and join the group of middle-income countries, an objective that many countries have set for themselves.

6. In the light of the lessons learned over the last 15 years, Africa has opted for a broad and inclusive bottom-up approach to the design process of its contribution to SDGs. This resulted in the Common African Position<sup>1</sup> which recognizes that current trends such as population growth, youth booming, urbanization, climate change, inequalities, and innovation capacity, are issues to be considered in the coming years. It reasserts the importance of giving priority to the structural transformation of the continent for human-centred inclusive development. The launch of the Common African Position has been a milestone for the engagement of the African stakeholders, helping to deepen understanding of the negotiation progress and advocacy efforts. It also aimed at strengthening ownership of the Common African Position, while consolidating and taking advantage of the cooperation with non-African partners.

7. An outstanding effort of contextualization has allowed Africa to defend the view that the adoption of a global agenda for sustainable development should allow for sufficient policy space for countries to set their own priority areas, as part of common, but differentiated responsibilities.

### **Financing development: A challenge within the reach of African countries**

8. For some years, the studies and analyses carried out on development issues by regional and international institutions show that African countries should consider more innovative and ambitious approaches to financing their own development. Domestic resources mobilization, fighting illegal financial flows, involving the private sector, private equity and more judicious use of Diaspora remittances, are among the many areas that deserve careful consideration. This was the foundation process of Africa's preparation for, and participation in the third International

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<sup>1</sup> The Common African Position of the post-2015 Development Programme was launched on June 3, 2014 at the African Union Commission, in Addis Ababa, Ethiopia.

Conference on Development Funding, held on 13 – 16 July 2015 in Addis Ababa, Ethiopia, the first of its kind to take place in Africa. It was important for the continent to seize this opportunity to value its views and advance its development agenda. The intergovernmental Conference preparatory process was launched on 17 October 2014, followed by a series of important informal interactive hearings and sessions with the civil society and the private sector until March 2015. In tandem, the drafting sessions of the final document took place in January, April and June 2015. The African group worked relentlessly to present a common position at the Conference.

9. For its part, ECA started to attract the attention of decision makers and experts on these issues as early as October 2014, during the Ninth African Development Forum,<sup>2</sup> and in March 2015 during its Conference of Ministers.<sup>3</sup>

10. IDEP contributed to reflections prior to, and after the Conference and notably organized high level debates on issues such as domestic resources mobilization,<sup>4</sup> and tax regulation and policies.<sup>5</sup>

### **Rethinking the migration-development relationship**

11. Migration is now widely recognized as a major stake for development, particularly for Africa's development. With the current migration crisis around the Mediterranean Sea, the issue of migration and development has become more acute, even if in this context migration is only considered from the security stand point, in relation to irregular migration and refugee issues. It overshadows the fact that migration is a phenomenon that goes back to the dawn of time and that the impact of migrants on their countries of origin and their host countries has always been significant. It represents an asset for all the dimensions of development, be they economic, social, cultural, demographical, environmental, and even governance. This acknowledgement was reiterated during the Valetta European Union – Africa Summit in November 2015, even though the Summit was highly influenced by current events taking place, most of the time related to desperate situations with inflows of irregular migrants and refugees leading to tragic events every passing day.

12. Yet, migration which presents today numerous and complex components, should become an integral part of the development agenda, where all the stakeholders can find an interest. The 2013 high-level United Nations panel has fostered the integration of migration issues in development policies. In September 2015, a decisive milestone was reached with Goal 10 of SDGs “Reducing inequalities within and among countries” which recognized that working to “Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies” is capital in reducing this increasing gap. Actually, the Valetta Declaration and Action plan went beyond the sole security aspect and dealt with migration through its various components.

13. Migration is one of the priority issues addressed by IDEP through its capacity-building and training programmes. During the last four months, many activities have been undertaken in this context, including:

- A workshop on the strengthening, collection and use of migration data, noting that without up-to-date, reliable and accessible data for all actors, no relevant analysis can be made and no wise decision can be taken;

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<sup>2</sup> The Ninth African Development Forum on the theme: Innovative Financing for Africa's Transformation, from 12 to 16 October 2014, in Marrakesh (Morocco) <http://www.uneca.org/adfix>.

<sup>3</sup> Eighth Joint Annual Meeting of the Technical Committee of the African Union specialized in finance, monetary affairs, economic planning and integration and the Conference of African Ministries of Finance, Planning and Economic Development of ECA, 25 – 31 March 2015, in Addis Ababa (Ethiopia). Main theme: “Implementing Agenda 2063: Planning, mobilizing and financing for development”.

<sup>4</sup> In collaboration with the Capacity Development Division, organization of a high-level discussion on “Domestic Resources Mobilization” from 24 to 25 February 2015, in Somone (Senegal).

<sup>5</sup> In collaboration with the NEPAD Agency, organization of a high level Regional Dialogue on “tax regulation in extractive industries” from 9 to 11 September 2015, in Dakar (Senegal).

- A Round Table on Diaspora contribution to the development programmes in their countries of origin;
- A seminar on a better embodiment of migration issues in national and local planning, with a sharp focus on policy coherence with the sharing out of roles and interventions of relevant institutions.

### **Trade, the new driver of Africa's development**

14. In 2015, two major events contributed to deepening the reflection on the - not yet tapped role of trade in accelerating development and integration in Africa: the official launch of the negotiations for the Continental Free Trade Area in Africa (CFTA) in June in Johannesburg (South Africa); and the 10th Inter-ministerial Conference of the World Trade Organization (WTO), held in December, in Nairobi (Kenya).

15. CFTA is to be established in 2017, preceded by a period of intense negotiations which should be as effective and targeted as possible as the approaches and progress made so far towards its realization vary from one region to another throughout the continent. Indeed, the tripartite agreements reached by the eastern and southern regions have significantly furthered the process, but the same does not apply for other regions yet. In order to contribute to the overall objective, which is to help African countries to be at the same level of preparedness by 2017, IDEP has decided to support its member States through relevant trainings, tailored to their unique situations.

16. The 10th Inter-ministerial Conference of the WTO was awaited with great interest as it was held in Africa – but also with caution given the mixed outcomes of previous meetings, in particular those relating to developing countries' challenges and the conclusion of the Doha Round. The "Nairobi Package" could be considered as a bearer of good news for the African countries. Its series of ministerial decisions, particularly those related to agriculture, cotton and new technologies, as well as those concerning the service sector in the Least Developed Countries (LDCs), should foster a more vibrant trade sector in Africa.

17. In addition to traditional training sessions proposed in the framework of the promotion of trade as a key sector for Africa's development and transformation, IDEP, in association with the ECA<sup>6</sup> initiated a new cycle of workshops in capacity-building on negotiation, with a focus on multilateral, intra-African and international negotiations, as well as trade-related regional cooperation. This trend should continue in 2016 – 2017.

### **The climate issue: turning a threat into opportunities**

18. During 2015, African countries were occupied, and sometimes preoccupied with climate issues, as they were preparing for the 21st Conference of Parties (COP21), held in Paris in December. This was reflected in their mobilization and broad participation in the Conference. At face value, one could have argued that African countries would not take part fully in the discussions that were central to the Paris agenda, as the continent is a low contributor to greenhouse gas emissions, given that its industrialization is still in its infancy. Some apprehensions were raised in anticipation of agreements that would not take into consideration the differentiated nature of measures to be implemented. However, it is important to recognize that the emphasis put on these issues at the global level created a real momentum and an opportunity to redirect our transformative agenda towards green growth. New investment efforts could be geared towards cleaner industries, allowing a transition towards a green economy that can create new job opportunities, especially for better trained youth. The introduction at a greater scale of renewable energies, whose development is unquestionable, will contribute to rethinking the energy mix and mitigate the vulnerability of economies that highly depend on the export of hydrocarbon products. With the development of the green agriculture and the agribusiness, significant progress can be made to ensure food security. Finally,

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<sup>6</sup> Capacity Development Division of the ECA.

although available funds are still far below the announced amounts, emerging climate related financing sources and mechanisms are an opportunity to include in the implementation of SDGs solutions to environmental challenges, such as combatting desertification and deforestation, improved management of natural and coastal resources, land use planning and management.

19. IDEP has already worked on these challenges and will continue to do so, in close consultation with the African Climate Policy Centre<sup>7</sup> and ECA Land Policy Initiative<sup>8</sup>.

#### **IDEP at the heart of change**

20. As a conclusion, this brief overview of the year 2015 shows that major priorities of the continent have been, overall, clearly expressed in the processes described above. Most of them have identified a real need for building or strengthening individual as well as institutional capacities. It is on the basis of this analysis that IDEP worked throughout the year 2015 and will keep on working in the coming years. This demonstrates the consistency of the programmatic choices of the Institute and their alignment with the expectations of African countries.

21. It is however noteworthy that the priorities of the continent are not limited to the areas referred to above, which complete the African development agenda, as expressed, for instance in the African Mining Vision, the Climate change, the fight against illicit financial flows. The programme of the Institute will include the numerous challenges relating to social development, youth employment, agricultural development and progress towards the green economy, harnessing technology and innovation, infrastructure, energy, and governance.

### **III. 2015 at IDEP**

#### **A broad range of programmes**

22. 2015 was a transition and transformation year in the management of IDEP. This notwithstanding, the Institute worked tirelessly to maximize its performance and was able to reach a 92 per cent implementation rate. A transitional adaptation period has been necessary, in terms of all forms of change management and the establishment of a new business model.

#### **Short courses**

23. Twenty-four short courses were organized in 2015, including 20 core courses and 4 tailor-made ones, and a total of 48 courses for the period 2014 – 2015. A total number of 589 trainees benefitted from the courses, with participation from 51 different countries (51 in 2014 and 49 in 2013), including 33 per cent of women (31 per cent in 2014 and 34 per cent in 2013). The total increased, when compared with 2014 (519), but decreased in comparison with the record of year 2013 (758). The courses covered all of the regular IDEP topics as well as new areas considered as priorities, such as the development of transport infrastructure, domestic resources mobilization, trade policy modelling and the establishment of the Continental Free Trade Area. In this context, for example, in partnership with the Macroeconomic and Financial Management Institute (MEFMI), IDEP trained southern and eastern Africa central banks and customs administration staff, as part of their involvement in the tripartite COMESA /EAC/ SADC Free Trade Area.

24. It is also noteworthy that:

- Two courses in the Arabic language were offered in Cairo in 2014 and 2015, with the invaluable support of the Institute for National Planning of Egypt, in accordance with the implementation plan of the Memorandum of Understanding signed between the two parties. The courses dealt with the basics of development planning.

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<sup>7</sup> <http://www.uneca.org/fr/acpc>

<sup>8</sup> Land Policy Initiative, LPI, <http://www.uneca.org/lpi>

- 13 out of the 24 courses were organized in Dakar whilst the rest were in other cities on the continent.

25. The introduction of training courses adapted to Arabic speaking trainees and the decentralization of some courses was in line with one of the recommendations made by the members of its Governing Council, which was to widen the range of the beneficiaries of its training and to balance the geographic representation.

#### **Launch of Master's degree programme**

26. After several months of consultation, the Master's degree course jointly organized by IDEP and the University of Johannesburg was launched, focussing on industrial policy which is a component of the continent's transformation. The call for proposals for a 24 months programme starting in February 2016, was issued at the end of 2015. IDEP is providing support to 10 selected students. Despite the fact that the courses are taught in English, it is encouraging to note that applications emanated from the five regions: Southern Africa: 12, Central Africa: 4, East Africa: 18, West Africa: 13, and North Africa: 3. In an effort to strike a balance among regions, the 10 selected sponsorships are distributed as follows: Southern Africa: 3, Central Africa 2, East Africa: 1, West Africa: 3, and North Africa: 1.

27. The launch of the master's degree programme will permit the revival of the tradition that contributed to IDEP's development planning reputation. With the new approach adopted, master's programmes will no longer take place at the headquarters of the Institute, rather they will be carried out in close collaboration with training institutes recognized in their respective areas, thereby helping to strengthen IDEP's visibility, while involving a broader network of African competencies.

28. Regarding cooperation with the Institute for National Planning of Egypt for a second master's degree programme, discussions have already taken place on the design of the programme. It is expected that in the course of the first semester of 2016, IDEP and the Institute will jointly set out the modalities of the programme implementation.

#### **Research activities**

29. A series of high level dialogues and seven Monthly Development Seminars (MDS) were organized during 2015. They addressed, at a high level, some of the most pressing development issues and recommendations regarding the countries capacity development needs. They offered an opportunity to consider new areas such as migration (addressed through various components: data<sup>9</sup>, planning<sup>10</sup>, diaspora contributions to development<sup>11</sup>) or the fight against corruption<sup>12</sup>. The presentations made during these meetings, respondents reactions, and the debates with the participants brought interesting perspectives on how to grasp new priority areas for development, which will lead to improvements in the approaches and content of the training programme. In this regard, 2016 started with a reflection on the theme "Sustainable Development Agenda 2030: which challenges and way forward for national planning?" as a background setting, to guide some of the activities to be undertaken during 2016.

30. IDEP fellowship will also resume in 2016 with the aim to address key research issues relating to capacity-building in support of development planning.

#### **Library: a resource centre**

31. The library has always played a central role in the dissemination of knowledge, through its documentation support to training, research and dialogue

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<sup>9</sup> Round table on mobilization of Diaspora contribution to development: developing policies and measuring progress, September 2015, Dakar (Senegal).

<sup>10</sup> Unlock migration potential to serve development: better integration to national and local planning through improved coherence of policies and institutions, October 2015, Dakar (Senegal).

<sup>11</sup> Round table IDEP – OIMP on "Supporting voluntary return and reintegration of migrants in Senegal: best practices and way forward", December 2015, Dakar (Senegal).

<sup>12</sup> African Businesses, Structural Transformation and Good Governance: What solutions with regard to new requirements for transparency and integrity – in partnership with UNISEN (National Union of Engineer Organization of Senegal).

activities on development policies and planning. Therefore, the services it provides to trainees, participants of IDEP meetings, guests and staff, shall be adapted to the new requirements for access to information and learning resources. In close collaboration with the ECA library, IDEP initiated a revamping process of the services of its library starting 2015, based on a detailed analysis of the current situation and a feasibility study for the improvement of its resource centre. Among the areas of focus of this restructuring were the following: the development of the remotely accessible collection, which includes the digitization of existing material, the management of IDEP publications, on the basis of the knowledge referential of ECA, the setting up or the participation in existing communities of practice and knowledge networks on the main areas of intervention of IDEP, the management of the archives and reorganization of the physical space for easier access and a better conservation of the very rich documentary heritage. The heads of the two libraries will prepare a work plan for the coming months and submit to the management in 2016.

### **Gender issues**

32. IDEP is totally in line with the United Nations initiative for gender equality and the integration of gender issues in its programmes and operations. Thus far, it has made particular effort to set up mechanisms to foster women participation in the development process of African countries, namely through their participation in its programmes, particularly in short courses. Very explicit clauses have been included in the short courses as well as the Master's degree programme application forms. When selecting candidates, particular attention is paid to women applications. During the final evaluation of the courses, the analysis takes into account the rate of women who attended the training session. This effort continued during the 2014 – 2015 biennium, during which the participation rate reached 31 per cent in 2014 and 34 per cent in 2015.

33. However, it is important to underscore the fact that there is an objective limitation to women participation, because of the low number of women working in African civil services, coupled with the fact that women are less keen than their male colleagues to leave their home for long periods of time. In this connection, the e-learning programme could be a real opportunity to overcome this situation and allow women to follow IDEP courses.

34. Gender issues are also taken into consideration in the substantive activities of the Institute. In August 2015, a tailored course was organized in Kigali, with the University of Rwanda and the ministry in charge of gender and family promotion, on gender responsive economic policies management, including a training of trainers session.

### **E-learning**

35. The e-learning concept is seen here in the broad sense of the term, ranging from the basic access to digital knowledge elements, available to users through the Institute's website and access to structured interactive learning systems including modules for the evaluation and leading to the awarding of diplomas, in line with the current practice for the residential training. A study to be launched in 2016 aims at assessing the existing methods of capacity-building delivery, as regards their relevance, the quality of their organization and effectiveness. The conclusions of the study will help the institution in the planning the e-learning platform project, to improve the quality of delivery and maximize the number of administration officials from member States who receive training, with special emphasis on women's participation.

36. A partnership project with UNITAR was launched with the support of ECA<sup>13</sup>, to develop an on-line course on "Industrialization through trade" developed on the basis of the 2015 Economic Report of Africa. The course will be offered in two sessions of six weeks each, to an expected total of 250 students.

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<sup>13</sup> Regional Integration and Trade Division.

### **Evaluation of IDEP activities**

37. IDEP's responsiveness, timely and relevant reaction, effectiveness and uniqueness in addressing the capacity-building needs of African public administrations should be clearly demonstrated. IDEP's activities should be accompanied with a monitoring and evaluation system, which will facilitate not only the analysis of the contributions that proposed training may have on countries' development processes, but also the improvement of the quality of the Institute's services and products, for better judicious targeting. In order to give a greater visibility to its work, IDEP has integrated the monitoring and evaluation system set up by ECA as part of its performance monitoring dashboard, which is articulated around four components: influence, credibility, accountability and effectiveness.

38. Evaluation can be undertaken through various forms including: internally-developed forms, formal and informal feedback requests, analysis of spontaneous responses from trainees and partners, as well as surveys. The common challenge faced is on how to institutionalize and systematize evaluation through the setting up of a mechanism that is more fine-tuned and better integrated to activities themselves, by improving the data collection system and the analysis of responses obtained, and above all by strengthening the resources dedicated to it.

39. Currently at IDEP, the main evaluation is undertaken through the questionnaires handed out to trainees during the short courses, for them to make an "on-the-spot" evaluation of the session they attended. The latest evaluations showed that over 80 per cent of participants found the courses particularly appropriate to their duties and do meet their expectations. They stated that the training strengthened their individual capacity and would certainly translate into improved institutional capacity for their country. They indicated their intention to share with colleagues the knowledge acquired and pledged to make recommendations to ministers and Permanent secretaries in their respective departments, with the view to improving economic policies management (analysis, formulation; implementation, monitoring and evaluation).

40. Responsiveness is another way to evaluate IDEP work. Thus, the increase in the number of short courses applications (for instance over 200 for the course organized in September 2015 on Domestic Resources Mobilization or for the course on Planning, organized in partnership with the Institute for National Planning of Egypt in December 2015), the high number of participants in MDSs held at the Institute, applications received for IDEP/UJ Master's degree programme, are all indicators showing that IDEP's credibility is significantly improving.

41. The results achieved and the high increase of the demand is attributable to IDEP staff and leadership, the steady support of ECA leadership, the role of course directors, resource persons, distinguished speakers who contribute to the success of the Institute, as well as the collaboration with various partners. It is therefore essential to support the Institute's work to fulfil the expectations of member States.

### **Strengthening the human capital**

42. IDEP's main asset is its human capital. Strengthening it will allow the Institute improve its performance and delivery, in line with its new programme orientation and the development of the e-learning programme.

43. The UN Secretariat-wide implementation of UMOJA has generated a need for retooling of IDEP staff. A training cycle has thus been launched in order to build the internal capacities. It started with an awareness-raising/training session on the implementation of the UMOJA system offered to all staff by the two staff who participated in the ECA in depth training. A two days training, with plenary and one to one sessions, was facilitated by the United Nations Ethics Office. It allowed staff to jointly progress towards a common understanding of the meaning of "being a United Nations staff member" and provided clear answers on the staff behaviour, rights and responsibilities.



44. In order to position the Institute for the required level of service delivery to member States, a reorganization, which is in progress, of the current structure has been necessitated based on the following considerations:

- The establishment of a unit in charge of knowledge management and e-learning, with more sophisticated and up to date ICT services, an efficient platform accessible to an increasing number of trainees, and a more dynamic library;
- The need to reinforce the training component, to improve the capacity of the team and address training expectations relating to planning and policy development in support of Agenda 2063 and 2030;
- The need to consolidate research activity with the recruitment of its coordinator as well as programme support staff;
- As IDEP plans to further develop the evaluation of its impact, influence and credibility, particular attention will be paid to its communication as well as monitoring and evaluation activities;
- Finally, the move to UMOJA requires a clear distribution of administrative roles and responsibilities, hence the creation of a procurement function.

45. Resources shall therefore be mobilised for the earliest possible realisation of this reorganisation to allow IDEP to play its role under the best possible conditions.

#### **Resource mobilization**

46. As indicated above, IDEP activities are expanding, as a result of the high demand from the member States and the increasing need for capacity-building for appropriate support to the implementation of African Agenda 2063 and the Sustainable Development Goals of Agenda 2030. The implementation of IDEP activities requires a stronger resource mobilization effort for:

- The implementation of the e-learning programme and the revamping of the library;
- Adequate response to specific from member states;
- Reorganization of human resources and recruitment of staff for the newly identified functions.

47. To properly address these requirements, a resource mobilization strategy and corresponding programme will be launched soon, including:

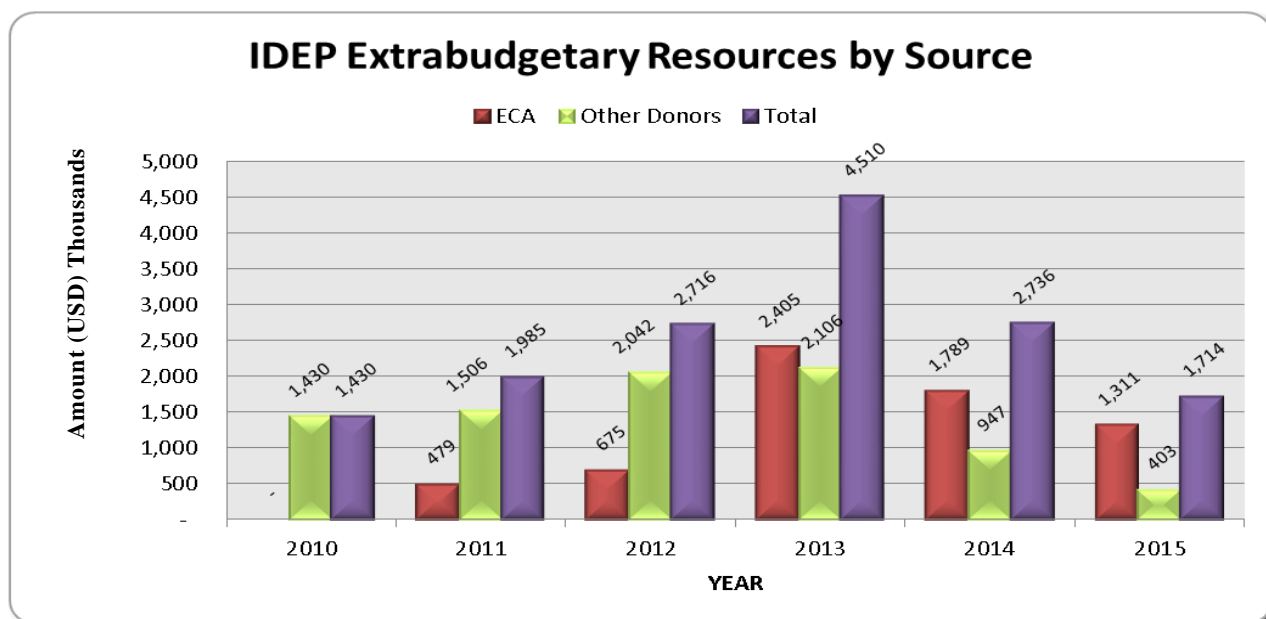
- An invitation to member States to express their support to IDEP work through more regular payment of their contributions and the settlement of their arrears, which in total amounts to \$16,802,328. The role of members of the Governing Council is essential in increasing the awareness in their countries;
- An appeal for strategic partnerships with donors. Currently, a proposal is being discussed with BADEA. Others will follow in 2016;
- More systematic support from ECA, with the integration of the “capacity-building and training” component in fund mobilization projects, both with traditional partners and new initiatives.

#### **ECA support to IDEP**

48. As illustrated in figure 1 below, since 2013 ECA has mobilized significant amounts of financial resources to assist IDEP in delivering its programme. Following the strategic decision taken by the ECA towards the end of 2012 to designate IDEP as its training arm, extrabudgetary resources mobilized and remitted to IDEP by the ECA have consistently outperformed the Institute’s other extrabudgetary resources. This support has continued into the 2016-17 biennium with \$1.7 million already made available to IDEP in the first quarter to finance programme activities.

49. The ECA's support to IDEP comes on top of the UN General Assembly allotment of \$1.3 Million that is fully made available to IDEP annually through remittances and administration of professional posts stationed at IDEP.

Figure 1  
IDEP extrabudgetary resources 2010-2015



#### Member states contributions

50. Over the years, IDEP has enjoyed tremendous support from African member States through annual assessed contributions and the nomination of mid to senior level public officials to attend trainings offered by the Institute among other interventions. Over the past three years, IDEP has seen a surge in the number of applications to the IDEP courses (see table 1 below), which is very encouraging, especially when the need for capacity-building cannot be overemphasized.

Table 1  
Number of applications and total participants 2013-2015

YEAR	NO. OF APPLICATIONS	TOTAL TRAINING PARTICIPANTS
2015	2012	535
2014	1809	519
2013	1820	758

51. With strategic initiatives such as the e-learning programme, revamped Master's degree programmes, and knowledge management that IDEP has embarked and that are poised to contribute significantly to the way IDEP shall accompany member States in their implementation of the Agenda 2063 and SDGs, the importance of sustainable financing to the programme by member States through regular payment of annual assessed contributions is critical. However, over the years to 2015, it has been a consistent challenge to receive sufficient annual contributions from member States as illustrated in Appendix I below.

52. As at 31 December 2015, outstanding arrears stood at \$16.8 Million, (see table 5 below), almost half (48 per cent) of total assessed contributions since 1990. IDEP would like to recognize all member States that have and are still making efforts to clear off their arrears. However, as illustrated in figure 1 below, over a 7-year span,

only in 2010 and 2015 did the contributions received surpass the annual total assessed contributions, whilst the rest of the years the contributions received were at just over 50 per cent of the total assessed contributions.

53. Taking the specific case of 2015 as an example of a trend being observed in most other years, further analysis (see tables 2 and 3 below) shows that assessed contributions for 2015 made up 26 per cent of the total contributions received, whilst arrears and prepayments made up 68 per cent and 6 per cent respectively. The received annual assessed contributions for 2015 represented 29 per cent of the total annual assessed contribution sum of \$1,358,000, noticeably low. As a programme whose continuing success depends on the predictability and sustainability of its key funding sources, this low rate of contributions is a significant concern.

Figure 2

**Seven-year trend in total received assessed contributions**

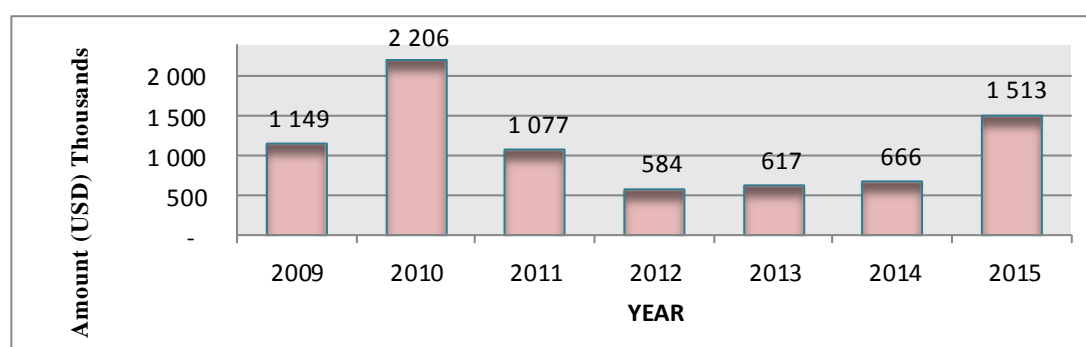


Table 2

**Breakdown of contributions received in 2015**

	Countries	Annual Assessed Contribution	Arrears Paid in 2015	Prepayments	Total Amount Paid in 2015
1	Angola	32,000	32,000	64,000	128,000
2	Burkina Faso	14,664			14,664
3	Cameroun	24,000	10,432		34,432
4	Congo			12,427	12,427
5	Egypt	80,000			80,000
6	Guinea Bissau	10,000	20,000		30,000
7	Kenya	17,806		23,700	41,506
8	Madagascar	16,129			16,129
9	Malawi	15,000	75,701		90,701
10	Mali	15,000	286,205		301,205
11	Senegal	24,000			24,000
12	Sierra Leone	20,000	170,000		190,000
13	South Africa	80,000			80,000
14	Tanzania	24,000	429,959		453,959
15	Tunisia	16,294			16,294
	Total	388,894	1,024,296	100,127	1,513,317

Table 3  
**Nine-year trend in the breakdown of received contributions**

Category	2007	2008	2009	2010	2011	2012	2013	2014	2015
Annual Contribution	1,080,650	491,819	449,000	560,928	457,401	288,208	393,000	438,362	388,894
Arrears			700,318	1,645,413	363,158	233,950	211,148	157,739	1,024,296
Prepayment				-	256,341	61,969	13,218	69,418	100,127
	1,080,650	91,819	1,149,318	2,206,341	1,076,900	584,127	617,366	665,519	1,513,317

54. A further analysis is provided through table 4 below illustrating the status of each contributing Member State. Noticeably, only 6 countries are up to date with their contributions (includes countries who have prepaid, whose balance is shown in blue and parenthesis in Appendix I).

Table 4  
**Contribution history**

<i>Countries with no Contribution Arrears</i>	<i>Paid between 50per cent-100per cent of Assessed Contribution</i>	<i>Paid less than 50per cent of their contributions</i>	<i>Never Paid Assessed Contributions</i>
Angola	Benin	Burundi	Algeria
Burkina Faso	Cameroon	Chad	Botswana
Congo	Cote d'Ivoire	Ethiopia	Central African R.
Egypt	Equatorial Guinea	Gabon	Cape-Verde
Kenya	Ghana	Gambia	Comoro
Senegal	Lesotho	Guinea	Djibouti
Sierra Leone	Madagascar	Guinea Bissau	D.R. Congo
Swaziland	Malawi	Liberia	Eritrea
	Mali	Libya	Mauritius
	Namibia	Morocco	Somalia
	Nigeria	Mauritania	Sudan
	Seychelles	Mozambique	
	Tanzania	Niger	
	Togo	Rwanda	
	Tunisia	Sao Tome & Príncipe	
	Uganda	South Africa	
	Zambia	Zimbabwe	

55. While IDEP has intensified its collection efforts with individual member States, CoM 2016 offers a unique opportunity for IDEP to provide a progress report on the collection of assessed contributions while at the same time appeal to member States to continue with their support to IDEP through full payment of annual assessed contributions and clearing-off of their outstanding arrears as per the schedule in Appendix I.

Table 5  
IDEP 5-year Annual Assessed Member States Contribution Trend

No	Countries	Annual Assessed Contribution K US\$	Grand Total Assessed Contribution K US\$	Prior Payment US\$	Total Amount Paid in 2011 US\$	Total Amount Paid in 2012 US\$	Total Amount Paid in 2013 US\$	Total Amount Paid in 2014 US\$	Total Amount Paid in 2015 US\$	Grand Total Amount Paid US\$	Arrears US\$
1	ALGERIA	80,000	2,080,000	-	-	-	-	-	-	-	2,080,000
2	ANGOLA	32,000	832,000	672,000	32,000	-	64,000	-	128,000	896,000	(64,000)
3	BENIN	15,000	390,000	304,351	-	14,430	-	-	-	318,780	71,220
4	BOTSWANA	24,000	624,000	-	-	-	-	-	-	-	624,000
5	BURKINA FASO	15,000	390,000	289,753	72,213	13,337	-	-	14,664	389,966	34
6	BURUNDI	15,000	390,000	60,000	-	-	-	-	-	60,000	330,000
7	CAMEROON	24,000	624,000	504,437	41,124	23,072	-	-	34,432	603,064	20,936
8	CAPE VERDE	10,000	260,000	-	-	-	-	-	-	-	260,000
9	CENTRAL AFRICAN REP.	15,000	390,000	-	-	-	-	-	-	-	390,000
10	CHAD	15,000	390,000	74,050	-	14,801	-	-	-	88,851	301,149
11	COMOROS	10,000	260,000	-	-	-	-	-	-	-	260,000
12	CONGO	15,000	390,000	286,952	30,145	-	-	126,345	12,427	455,869	(65,869)
13	RD CONGO	32,000	832,000	-	-	-	-	-	-	-	832,000
14	COTE D'IVOIRE	32,000	832,000	481,234	321,337	-	-	-	-	802,571	29,429
15	DJIBOUTI	15,000	390,000	-	-	-	-	-	-	-	390,000
16	EGYPT	80,000	2,080,000	1,600,000	80,000	160,000	80,000	80,000	80,000	2,080,000	-
17	ERITREA**	15,000	315,000	-	-	-	-	-	-	-	315,000
18	ETHIOPIA	32,000	832,000	40,580	-	-	-	-	-	40,580	791,420

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No	Countries	Annual Assessed Contribution K US\$	Grand Total Assessed Contribution K US\$	Prior Payment US\$	Total Amount Paid in 2011 US\$	Total Amount Paid in 2012 US\$	Total Amount Paid in 2013 US\$	Total Amount Paid in 2014 US\$	Total Amount Paid in 2015 US\$	Grand Total Amount Paid US\$	Arrears US\$
19	EQUATORIAL GUINEA	10,000	260,000	210,000	-	-	-	30,000	-	240,000	20,000
20	GABON	20,000	520,000	-	-	-	40,000	-	-	40,000	480,000
21	GAMBIA	10,000	260,000	108,499	-	-	-	-	-	108,499	151,501
22	GHANA	32,000	832,000	640,000	92,970	64,000	-	-	-	796,970	35,030
23	GUINEA BISSAU	10,000	260,000	-	-	-	-	-	30,000	30,000	230,000
24	GUINEA	20,000	520,000	40,000	-	-	-	-	-	40,000	480,000
25	KENYA	32,000	832,000	672,000	96,000	-	13,218	32,976	41,506	855,700	(23,700)
26	LESOTHO	15,000	390,000	315,000	-	30,000	15,000	15,000	-	375,000	15,000
27	LIBERIA	15,000	390,000	30,000	-	-	-	-	-	30,000	360,000
28	LIBYA	80,000	2,080,000	505,354	-	190,508	136,464	-	-	832,326	1,247,674
29	MADAGASCAR	20,000	520,000	377,575	-	-	-	18,737	16,129	412,441	107,559
30	MALAWI	15,000	390,000	287,043	-	-	-	-	90,701	377,744	12,256
31	MALI	15,000	390,000	34,820	-	-	-	-	301,205	336,025	53,975
32	MAURITANIA	10,000	260,000	10,000	-	-	-	-	-	10,000	250,000
33	MAURITIUS	15,000	390,000	-	-	-	-	-	-	-	390,000
34	MOROCCO	32,000	832,000	159,985	-	-	-	-	-	159,985	672,015
35	MOZAMBIQUE	32,000	832,000	340,943	-	-	-	-	-	340,943	491,057
36	NAMIBIA*	24,000	576,000	456,000	24,000	-	24,000	24,000	-	528,000	48,000
37	NIGER	15,000	390,000	-	-	-	-	9,975	-	9,975	380,025

No	Countries	Annual Assessed Contribution K US\$	Grand Total Assessed Contribution K US\$	Prior Payment US\$	Total Amount Paid in 2011 US\$	Total Amount Paid in 2012 US\$	Total Amount Paid in 2013 US\$	Total Amount Paid in 2014 US\$	Total Amount Paid in 2015 US\$	Grand Total Amount Paid US\$	Arrears US\$
38	NIGERIA	80,000	2,080,000	1,680,000	80,000	-	-	80,000	-	1,840,000	240,000
39	RWANDA	15,000	390,000	120,000	-	-	-	-	-	120,000	270,000
40	SAO TOME AND PRINCIPE	10,000	260,000	10,000	-	-	-	-	-	10,000	250,000
41	SENEGAL	24,000	624,000	518,162	25,112	-	-	56,726	24,000	624,000	0.00
42	SEYCHELLES	10,000	260,000	210,000	10,000	10,000	10,000	-	-	240,000	20,000
43	SIERRA LEONE	20,000	520,000	230,000	100,000	-	-	-	190,000	520,000	-
44	SOMALIA	10,000	260,000	-	-	-	-	-	-	-	260,000
45	SOUTH AFRICA**	80,000	1,680,000	-	-	-	160,000	-	80,000	240,000	1,440,000
46	SUDAN	32,000	832,000	-	-	-	-	-	-	-	832,000
47	SWAZILAND	20,000	520,000	380,000	40,000	20,000	40,000	40,000	-	520,000	-
48	TANZANIA	24,000	624,000	148,887	-	-	-	-	453,959	602,846	21,154
49	TOGO	15,000	390,000	121,243	-	43,442	-	63,123	-	227,808	162,192
50	TUNISIA	24,000	624,000	313,224	-	-	-	18,650	16,294	348,168	275,832
51	UGANDA	24,000	624,00	480,000	-	-	-	33,462	-	513,462	110,538
52	ZAMBIA	32,000	832	640,000	32,000	-	32,000	38,174	-	742,174	89,826
53	ZIMBABWE	40,000	1,040,000	174,925	-	-	-	-	-	174,925	865,075
	TOTAL	1,358,000	34,785,000	13,527,015	1,076,900	583,589	614,683	667,168	1,513,317	17,982,672	16,802,328

### **Infrastructure development**

56. The new programme orientations of IDEP, notably the e-learning programme and the revamping of the library, should be supported by efficient state of the art ICT services. IDEP has started upgrading its infrastructure with the view to increasing its performance and achieving harmonization with the ICT environment of ECA headquarters and the five subregional offices. This was done through:

- Deployment of a new telephony system, allowing more direct connection with the other six sites of ECA. IDEP staff have been trained on how to use the system;
- Upgrading of the local network, to ensure full compatibility. An extension of the cabling of the building was required;
- Upgrading of access to the WIFI network, to improve accessibility throughout the building.

57. A decisive step has been reached with this new configuration as, beyond its intrinsic performances, it allows a better utilization of the resources. Other equipment and ICT services need to be installed in order to provide the physical and software infrastructure essential to the delivery of IDEP new activities.

Regarding physical infrastructure, IDEP has also improved the signage of its premises during 2015 in order to ensure a smoother and safer movement of staff and visitors. This was part of the implementation of a series of recommendations made during an evaluation mission of an ECA security team (2013). IDEP local security team established a set of procedures and an implementation plan which became effective in 2015, following a first funds allotment. More progress will be made in 2016. In addition, contacts have been made with the Senegalese authorities regarding their contribution, as a host country, to the maintenance of the building and the security of the access. They were followed by the visit of a technical team and an exchange of correspondence. A response to IDEP's requests is anticipated in 2016. It is critical to note that IDEP premises are aging and require regular maintenance.

## **IV. Outlook for 2016**

58. 2015 has been a year of change for Africa and IDEP. Stimulant orientations have been approved in the context of a number of international and African agenda in various priority sectors relevant to the development. They will guide the design, public policies and planning that will support their implementation in the coming years. The central role of planning has been further reconfirmed by ECA Conference of Ministers that called the Commission to continue supporting member States in this area, in view of the achievement of Agenda 2063 and 2030. Support to capacity-building and training will be through IDEP, in consultation with all concerned stakeholders and partners.

59. Now that the strategic framework has been defined globally, time has come for an contextualized action in 2016, to translate these agenda into national, subregional and regional objectives.

60. IDEP will therefore reorganize itself in order to adapt its offer to a changing environment and - as previously - pursue its support to member States in setting up training programmes in full compliance with the requirements of their transformative agenda.