

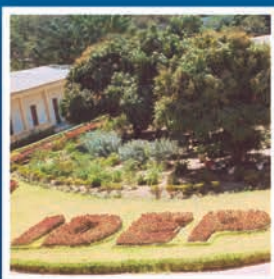
UNITED NATIONS



NATIONS UNIES

**African Institute for Economic Development and Planning
Institut Africain de Développement Economique et de Planification
(IDEP)**

An IDEP for a New Era



**Strategic and Programme
Directions**

2010 - 2015

About IDEP

The African Institute for Economic Development and Planning (IDEP) is a pan-African institution created in 1962 by the General Assembly of the United Nations. It began its operations on 21st November, 1963 with the express purpose of accompanying and supporting newly independent African countries in their quest to build their human resource capacities as a necessary prerequisite for sustaining independence and promoting socio-economic development.

IDEP main activities, derived from its mandate, are organised around a portfolio of capacity development and training programmes, as well as a set of policy research and dialogue initiatives. It also offers on-demand advisory services to governments and public institutions, and serves as a forum for the exploration of alternative thinking on African development.

The Institute functions as a subsidiary body of the United Nations Economic Commission for Africa (UNECA) and is responsible for the Sub-Programme 8 of the Commission that pertains to development planning and administration. It is headquartered in Dakar (Senegal) and its membership comprises all the 54 African States.

IDEP is the pioneer pan-African institution established on the African continent for the building, upgrading and/or updating of the technical aptitudes and proficiencies of mid-career and senior government officials in economic management and development planning.

For more information, visit IDEP website: www.unidep.org

I

D

E

P

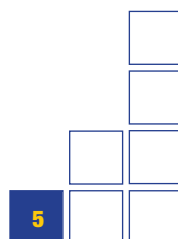
*An IDEP for a New Era
Strategic and Programme Directions
2010 – 2015*



All rights reserved. No part of this publication may be reproduced or transmitted, in any form or by any means, electronic, mechanical photocopying, or recording or otherwise, or stored in any retrieval system of any nature, without the written permission of IDEP.

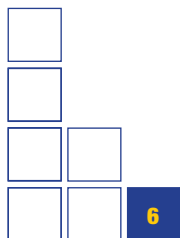
Contents

| | |
|--|-----------|
| Acronyms and Abbreviations..... | 6 |
| Introduction..... | 7 |
| Vision | 8 |
| Strategy..... | 8 |
| Programme Instruments | 9 |
| Capacity Development and Training Programmes and Activities | 11 |
| Policy Research Programmes and Activities | 25 |
| Outreach and Dissemination Programmes and Activities | 33 |
| Financing IDEP Programmes | 41 |
| Looking Ahead to a Bright African Future..... | 42 |



ACRONYMS and ABBREVIATIONS

| | | |
|------------------|-------|---|
| AfDB | | African Development Bank |
| AU | | African Union |
| FAO | | Food and Agriculture Organisation of the United Nations |
| IDEP | | United Nations African Institute for Economic Development and Planning |
| IFAD | | International Fund for Agricultural Development |
| RECs | | Regional Economic Communities |
| UN Women | | United Nations Entity for Gender Equality and the Empowerment of Women |
| UN | | United Nations |
| UNDESA | | United Nations Department of Economic and Social Affairs |
| UNDP | | United Nations Development Programme |
| UNECA | | United Nations Economic Commission for Africa |
| UNFPA | | United Nations Population Fund |
| UNIDO | | United Nations Industrial Development Organisation |
| UNITAR | | United Nations Institute for Training and Research |
| UNU-WIDER | | World Institute for Development Economics Research of the United Nations University |



Strategic and Programme Directions, 2010 – 2015

Introduction

The 2010-2015 programmatic and financial period presents a unique opportunity for the radical renewal of the United Nations African Institute for Economic Development and Planning (IDEP) and the strategic expansion of its work in order to:

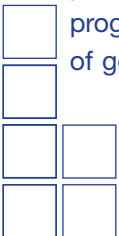
- a)** Enhance its institutional relevance to Member States;
- b)** Update its programmes and activities to take account of changing regional and global contexts of economic management and development;
- c)** Strengthen its synergies and relations of collaboration with the various programmatic divisions of the United Nations Economic Commission for Africa (UNECA) of which it is a constituent unit;
- d)** Reaffirm its position as the frontline regional centre of training and capacity renewal in economic management and development planning for African policy makers;
- e)** Renew old institutional partnerships and forge new ones with a view to reinforcing its leadership role in its area of work;
- f)** Deepen its relations with policy makers across various arms of government in Africa beyond the Executive whilst simultaneously broadening out to forge relations with policy communities in the private sector and civil society;
- g)** Tap into the large pool of alumni which it has produced over the years through its capacity development and training activities;
- h)** Achieve a major revamp of its programme profile, institutional visibility and organisational presence in development research and training circles;
- i)** Expand the services available to policy communities across Africa from its vast and specialised library resources; and
- j)** Deploy new information and communication tools to extend the reach of its programmes and deepen the impact of its work.

Vision

Underpinning the work which IDEP proposes to carry out over the period 2010-2015 is a vision of the Institute as the pre-eminent and acknowledged site in Africa for advanced capacity development and renewal in economic development management and planning for mid-career and senior policy makers at the national, sub-regional and regional levels. Within this vision, the Institute aims to ensure that the training, capacity building, policy research work and outreach activities which it carries out contribute to enhance the ability and skills of those who participate in its programmes and activities to exercise the independent and critical judgment needed to design, implement, monitor and evaluate development policies at the national, sub-regional and regional levels. The niche which the Institute seeks for itself is to be the apex African centre of regional capacity development and training for African policy officials, exercising its mandate both on its own and in concert with partner institutions for the benefit of the long-term development needs and concerns of its Member States.

Strategy

In seeking to realise the vision underpinning its work plan for the period 2010-2015, IDEP will be investing itself in generating a corpus of knowledge around questions of development, economic management, and planning, knowledge which will, *inter alia*, feed into and underpin its capacity development and training activities. The Institute will also be undertaking aggressive programme outreach activities across the African continent designed to bring it in closer contact with key policy makers in Member States. While officials of public policy institutions, especially those in the executive arm of government, will continue to serve as its primary constituency, the Institute will take steps to introduce programmes designed to reach policy communities in the legislative arm of government, the sub-regional cooperation and integration agencies,



regional institutions such as the African Union (AU), and the burgeoning civil society that has become a key feature of the policy and decision-making terrain of most African countries.

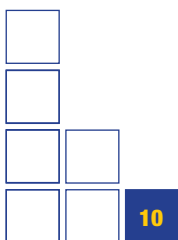
Over the period 2010-2015, a system of decentralised programming will be phased in as part of IDEP's strategy to reach out to its beneficiary constituencies, enhance its local-level visibility and presence, expand the participation base in its activities, and improve the overall impact of its interventions. In this vein, the training of trainers who could mentor others on the job will be stepped up. Major investments will also be made in the deployment of IT platforms, mainly through the Institute's website, with a view to strengthening the digital foundations of its work and launching online refresher courses for all those who have benefited from its programmes. Additionally, existing institutional partnerships will be re-activated and underpinned with specified programmatic activities while new collaborations will also be struck. Furthermore, the Institute's delivery capacity will be enhanced and extended through the retention of a pool of resource persons who will, through a competitive process, be called upon to deliver courses and undertake policy research work. Finally, the alumni of the Institute, spread across the African continent in different walks of life, will be mobilised and networked as a veritable resource for its sustained repositioning and its outreach initiatives.

Programme Instruments

In carrying out the programmes proposed for 2010-2015, IDEP will be employing a variety of instruments to realise its objectives. For its training and capacity development mandate, the Institute will employ a completely new collaborative MSc format alongside five types of short courses, namely: Foundational and Core Short Courses; Sectoral and Thematic Core Courses; Collaborative Short Courses; Tailor-Made Short Courses; and Online Short Courses.

These different short courses will be offered over periods of one to six weeks. Capacity development and training workshops to be convened as senior level executive retreats over three to five days will also be organised as will a new initiative on Intra-African Study Tours for Policy Makers. The advanced policy knowledge production activities that will underpin the capacity development and training work of the Institute will be organised through programmes of advanced policy research, advanced policy dialogue, a visiting research fellowship programme for policy makers, a visiting fellowship programme for policy researchers, a study tour programme for policy officials, and a monthly development seminar series. The outreach and dissemination component of the Institute's work will be realised through the issuance of a quarterly newsletter on development targeted at policy makers and policy intellectuals; the revamping of the IDEP website; the production of policy briefs; the deployment of multimedia productions; the launching of a dedicated programme for alumni; the forging of institutional partnerships; the launching of a journal of development practice; and the acceleration of the digitalisation of the resources of the library as part of a broader programme of repositioning.

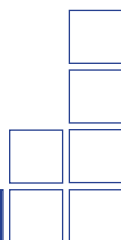
In seeking to reposition the United Nations African Institute for Economic Development and Planning (IDEP) for the new context and agenda of development to which African countries must respond, institutional energies would be concentrated on three core areas of work over the period 2010 - 2015. These are advanced capacity development and training; advanced policy research and dialogue; and strategic outreach and dissemination. The three areas of work are clearly inter-related: No meaningful programme of capacity development and training can be undertaken without proper attention to research, and the results of research carried out need to be carefully disseminated in order for the target audiences to be reached and the desired impact achieved. The three areas



of programme work will be carried out in an inter-linked manner that will allow for IDEP's contribution to the process of African development to be felt by all the relevant social actors. The underlying objective is to ensure that the Institute makes a direct and robust contribution to the long-standing African quest for a balanced, sustained, self-propelling, gender-sensitive and equitable experience of development that reflects concretely in the improvement of the livelihood of the citizenry.

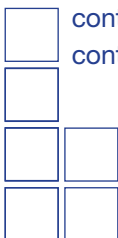
Capacity Development and Training Programmes and Activities

Capacity development and training have been a critical and central component of the work of IDEP from the time of its establishment. Indeed, it is at the heart of its mandate and mission. It is a function which the Institute has carried out over the years with a strong emphasis on senior and middle level career officials drawn mainly from the executive arm of governments across the continent. Most of the training offered during the period from the 1960s to the 1990s centred on economic management and planning, although, more recently, attention was also paid to the macro-economic issues that emerged into dominance. All of the training that was given was centralised and took place at the expansive IDEP premises in Dakar, this being informed partly by the need to ensure that trainees had access to computers, databases, and a well-resourced library such as the one housed at the Institute. The capacity development and training programmes were carried out through a combination of the 18-month Masters degree programme and theme-based short courses. Both kinds of programmes were aimed at serving government officials and the Institute has graduated hundreds of policy makers through them.



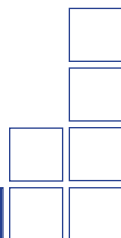
When IDEP was established at the beginning of the 1960s, the institutions of capacity development and training available to public sector officials across Africa were very few and far between. Indeed, in most countries, whatever staff development programme that needed to be undertaken almost invariably had to be carried out overseas – at huge expense – or supported through bilateral and multilateral donor assistance. However, over the years, the situation has changed significantly. Apart from the local universities that have been established in large numbers to offer a variety of certificate and degree programmes, some countries have also created local centres for the further development of the skills of their civil servants and/or other public service personnel. Furthermore, the terrain of training across Africa has been impacted by the revolution in ICTs and the many new possibilities it offers for experimentation with alternative pedagogical approaches, including distance learning and virtual universities.

However, the important shifts that have occurred in the context of capacity development and training in Africa have also been accompanied by the departure, from both the civil service and the public sector, of the first and second generation of officials into retirement at a time when, on account of deliberate policies that were earlier pursued to downsize/rightsize the state, major staff retrenchments combined with a drain of talent to leave most public sector institutions bereft of experienced and even suitably qualified or adequately equipped personnel. The loss of institutional memory and the erosion of the institutional skills pool in the civil service and other institutions of public service have been compounded by the decline of professionalism and *esprit de corps* as well as the absence of mechanisms for mentoring new entrants and mid-career professionals. Clearly, important capacity development and training needs remain to be served by an institution such as IDEP but the Institute must also go about playing its role in the current context taking full account of both progressive and regressive changes in context that can enable it to be more targeted, effective and relevant.



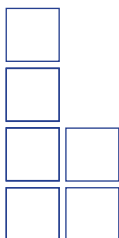
In the light of the foregoing, and in order to continue to meet the needs and expectations of Member States at the highest level of quality, IDEP's capacity development and training programmes will be re-organised as follows during the 2010 – 2015 strategic plan period:

- a)** The 18-month Masters Degree Programme will be completely revamped to allow for additional specialisations. The programme will also be anchored in five African universities, on the basis of one per sub-region of the continent, in order both to build decentralised local partnerships with some of the leading centres of higher learning on the continent and for the purposes of expanded supervision and accreditation opportunities for those admitted into the programme;
- b)** Short courses will continue to be offered over a duration of one to six weeks but they would be regrouped into Foundational and Core Short Courses, Sectoral and Thematic Short Courses, Collaborative Short Courses and Tailor-Made Short Courses;
- c)** Decentralised training workshops of a duration of between two days and one week, all inclusive, will become a regular feature of the capacity development and training menu, employed to target a variety of elected office holders, high-level officials and senior development practitioners on specific economic and/or development issues of interest;
- d)** Courses offered will, according to the audiences targeted and the needs served, be available on a continental scale, at sub-regional levels and at national levels; and
- e)** A greater diversification of the thematic focus of the courses offered will be pursued and, in doing so, an emphasis will be laid on the heterodox alternatives that are available in different domains of development planning and economic governance for policy makers and development practitioners.



The revamped capacity development and training programme which IDEP will be pursuing will be informed by the following broad considerations:

- a)** The preservation of the historic gains made in the area of specialised human resource development in Africa and the opening of new frontiers for the upgrading of knowledge and skills for successful economic governance;
- b)** The promotion of a decentralised approach that would bring IDEP closer to the beneficiaries of its work and also considerably expand the pool of beneficiaries;
- c)** The establishment of local institutional partnerships in African countries for the delivery of all capacity development and training programmes organised locally;
- d)** The broadening of the capacity development and training opportunities offered by the Institute to include relevant officials and members of the legislative arm of government, civil society development practitioners, and officials representing the organised private sector;
- e)** A proactive encouragement of greater participation by an increased number of female public policy officials in the programmes of the Institute;
- f)** The integration of gender dimensions into all of the capacity development and training course modules offered by the Institute as part of a broader strategy to enhance African policy awareness of and engagement with gender questions and concerns;
- g)** The encouragement and support of programmes and systems of mentorship in economic governance within African public policy institutions;
- h)** Close attention to the younger generation of professionals in the economic bureaucracy of African countries and their special targeting for training in economic governance issues;

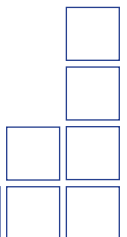


- i) The institutionalisation of a system of post-training follow-up that will offer beneficiaries of IDEP capacity development programmes an opportunity for updating their skills; and
- j) The creation of opportunities for African policy makers and development practitioners to network among themselves, identifying and solving common problems and sharing insights and experiences.

The delivery of capacity development and training programmes at IDEP has always taken place through direct face-to-face interaction between the participants admitted and the resource persons invited to present lectures. This conventional pedagogical approach carries many benefits and will be retained during the 2010-2015 programme period and beyond. However, taking full advantage of the ICT revolution and the expanding connectivity of African countries, steps will be taken to establish on-line IDEP training hubs using the Institute's website. Online training will allow for continuing capacity development for those who participate in IDEP programmes. It will also allow many more people from the public sector and other development agencies to benefit from the opportunities offered by the Institute. Furthermore, it will be instrumental in the efforts that will be deployed by the Institute from 2010 to nurture and consolidate a community of practice.

The Masters Degree Programme

As a flagship programme of IDEP, the Masters degree offered in Economic Policy and Management has, over the years, attracted the interest of middle level and senior policy makers across Africa. Indeed, it is the one programme for which the Institute is very well-known and which has

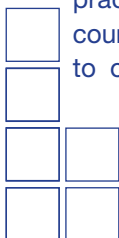


generated considerable knowledge through the dissertations written by the graduates who also constitute a high proportion of the IDEP alumni. Without doubt, for most African governments, the Masters degree programme has been one of the most direct contributions which IDEP has made to the development/upgrading of their human resource base. In order, however, for it to continue to serve the purposes for which it is meant, the programme's design and implementation need to be recast regularly to take full account of a host of changing circumstances.

As noted in preceding paragraphs, with effect from 2010, the programme is to be repackaged into a new phase as a joint initiative to be undertaken with five African universities which will collaborate with IDEP in:

- a)** Offering a diversified menu of areas of specialisation;
- b)** Developing the compulsory course modules which the students will be required to go through successfully before being authorised to proceed to write their dissertations;
- c)** Providing supervision for the participants in the programme;
- d)** Jointly issuing the Masters degree certificate to those who successfully complete the course of study; and
- e)** Facilitating post-graduation refresher and skills updating opportunities in line with the Institute's philosophy of life-long learning.

The content of the programme will also be revamped completely to place a greater emphasis, during the next cycle, on the rebuilding of high-level technical capacity and knowledge in the public service for national, sub-regional and regional economic management and development planning. Courses to be offered as part of the training will incorporate theories of and methods in economic management and development to problem-solving practical sessions and a strong component of field visits. Compulsory courses to be taken by all those admitted to follow the programme will aim to offer a solid or fully refreshed foundation in the fundamentals of



economic management, policy analyses and development planning. Optional course modules will cover the key sectors and institutional actors in development to ensure that the necessary grounding is provided to help prepare the participants for the researching and writing of their dissertations. Mid-career and senior officials drawn from the economic and development ministries of African governments will continue to be prioritised for admission into the programme. It is, however, envisaged that admission opportunities would also be extended to other development practitioners drawn mainly from the private sector and civil society. In all, once fully repackaged, it is hoped that up to 100 participants, at a minimum, will be admitted annually into the degree programme.

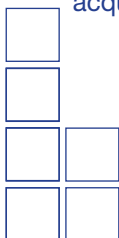
Foundational and Core Short Courses

The strengthening of the capacity for economic governance, incorporating independent policy analyses and development planning, design, negotiations, implementation, monitoring and evaluation, is one of the biggest challenges which African countries continue to face as they strive to tackle the problems of underdevelopment confronting them. As the years have passed by and economic organisation at all levels has become more complex, so have the demands of economic governance with a distinctly developmental edge also become more intricate. For the average development planner, public sector policy maker, development policy analyst and development practitioner, there is an everyday challenge that is posed of mastering the changes that occur and the complexities woven around them for the purpose of securing the best interests of their countries and citizens. Whilst many African policy makers and development practitioners invest themselves to learn as much as possible on the job and as they go along, there is clearly a strong case for an institutionalised forum to be available for them to both acquire or renew and update their knowledge of the underlying technical and non-technical skills and tools required for successful economic governance. Such foundational knowledge and skills base, and its regular renewal and updating, as the case may be, are essential to the successful performance of other strategic functions and roles in economic governance and development planning.



The Foundational and Core Short Courses which IDEP will offer from 2010 onwards on economic development and governance will constitute a permanent abiding feature of the capacity development and training programme of the Institute. They will comprise modules that are central to the business of economic management, policy analyses and development planning and which, therefore, by their very nature, would be essential for any policy maker, professional in the public service, and development practitioner to master in order either successfully to perform their roles, or enhance their achievements. The courses will be open, in principle, to all development practitioners wishing to build/renew their technical and non-technical capacities but to be particularly targeted will be the younger generation of public sector policy officials located in the economic and development ministries and whose training, even at the university level, would not always have fully or adequately prepared for the challenges they are called upon to respond to, and who, because of the brain drain, are not automatically the beneficiaries of experienced mentors within the public service.

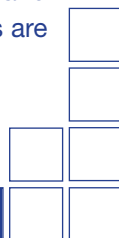
The IDEP Foundational and Core Short Courses will aim to contribute to the building of a critical mass of professionals, primarily in the public sector, but also drawn from the organised private sector and civil society with a high level of competence and proficiency in the core issues of economic governance and development planning. Professionals working in legislative support roles in the parliaments of African countries will also be considered for participation in the courses. It is aimed to organise five rounds of the Foundational and Core Short Courses annually with a total of 25 participants per round. Four of the rounds will be open to policy officials who are both suitably qualified and desirous of undertaking the training on offer. The fifth round will be convened on a pan-African basis and will be devoted to training trainers who can use the skills and knowledge they acquire from IDEP to train their colleagues on the job.



Sectoral and Thematic Short Courses

The process of national, sub-regional and regional development, today, is underpinned and driven by a host of sectoral and thematic questions. Global economic governance is also, to a large extent, increasingly structured around these sectoral/thematic issues, including negotiations on rules, standards and instruments. For the African economic manager, policy analyst and development planner/ practitioner, there are technical, tactical and strategic challenges which require to be addressed if policy and action around such core sectors as agriculture, industry, trade, banking and finance, natural resources, and general services are to translate into development. Many of these challenges relate to the setting of domestic policy priorities and the corresponding instruments which are deployed for achieving them. But they also relate to Africa's interactions with the global economic system in its position as a late developer confronted with a changed international economic governance context that formally limits the scope for policy actions that could be adjudged as 'protectionist', for example.

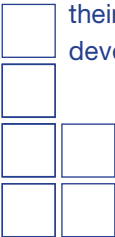
Beyond the sectoral issues in the development process, there are also pertinent thematic concerns and considerations that cannot be sidestepped, some of them of a cross-cutting nature. Such questions as the gender dimensions of development, labour markets, infrastructure, technology transfer, patents and copyrights, environmental and climate change, transparency of public finances, development budgeting, taxation/ domestic revenue mobilisation, accountability in economic governance, ICTs in economic governance and development, human resource development, regional economic cooperation and integration, domestic and external debt management, and development cooperation are recurring themes in economic management, policy analysis and development planning for which state-of-the art knowledge and skills are always required.



IDEP’s sectoral and thematic short courses during the 2010 – 2015 programme period will be targeted at mid-career and senior policy makers, including those who are responsible for policy analysis, development planning, sectoral policies, revenue mobilisation, budgeting, gender equality, environmental sustainability, employment creation, external trade relations, regulatory oversight, and (international) negotiations with other development players. It is planned to organise five thematic and sectoral short courses annually. The courses will bring participants together from across the entire continent. Each of the courses will be designed for twenty-five participants. Although the primary targets of the courses will be public sector officials, consideration will also be given to interested participants from the organised private sector, African parliaments, and civil society. Each year, one of the sessions of the sectoral and thematic short courses will be organised as a training of trainers initiative.

Collaborative Short Courses

Over the years since its establishment, IDEP has forged relations of collaboration with a variety of partners for the delivery of its capacity development and training programmes. These partnerships have included those with other agencies of the United Nations, notably the UNDP, UN Women, UNFPA and FAO, the World Bank, the AU, a number of bilateral donors, a number of development banks, and public interest foundations such as Friederich Ebert. The courses offered under collaborative arrangements have, however, mostly tended to be either ad hoc or one-off, not allowing for the long-term perspectives that could be tapped and/or the sustainability and follow-up that might be called for. To overcome these shortcomings, it is proposed to structure the collaborative short courses that are to be carried out around specific thematic concerns that are both central to the development agenda of African countries and for which, by their very nature, frequent capacity renewal will always be required. The development concerns and issues that could constitute areas for



collaborative work between IDEP and its partners are many but, during 2010 – 2015, the decisive factor that will be considered in settling for those opportunities that would be explored is the possibility for value addition to the foundation/core and sectoral/thematic courses already offered by the Institute.

Africa's primary preoccupation is to achieve all-round and balanced development that uplifts the living conditions and welfare of its citizens in a democratic, gender-sensitive, and an environmentally sustainable manner. The themes that will be covered in the foundational/core and sectoral/thematic courses that will be offered by IDEP will already touch on most of the big issues in the development context to which Africa must respond. Collaborative courses could, however, add value, fill gaps and build niches by addressing even more specific concerns that are equally germane to the development prospects of African countries but are not pitched only at the 'macro' level. Among such concerns, to cite but a few, are: Food Security; Gender Budgeting; Youth Employment; Social Policy; Decentralisation; E-commerce; E-governance; Development Communications; Trade Facilitation; Value chains in Economic Development; and Subsidiarity in Regional Integration. It is planned to host five collaborative short courses annually. Each of the collaborative short courses will admit twenty-five participants. The five courses will, to the extent feasible, be spread out to the five sub-regions of the African continent on the basis of one per sub-region.

Tailor-Made Short Courses

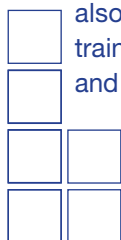
In the IDEP experience, it is not uncommon to receive specific requests from African Member States for tailor-made capacity development and training courses that respond to the specific needs they may have at any given point in time. This is an area of work to which the Institute will continue to commit itself and devote resources during the period 2010 – 2015 and beyond given that such tailor-made courses are demand-driven

and contribute to the realisation of development visions and processes that are locally-owned, autonomously conceived and nationally-led. It is envisaged that, whilst the overwhelming majority of the requests that the Institute will respond to under this programme will continue to come from governmental ministries and agencies, opportunities for running tailor-made courses on economic governance and development planning issues for the Regional Economic Communities (RECs), the organised private sector and civil society groups will be embraced. For those tailor-made courses which the Institute approves, it will take the lead in developing the course modules and identify the appropriate resource persons. Tailor-made courses, in general, are not expected to last more than two weeks and are structured as intensive sessions based on a ratio of one resource person to five participants.

Through the IDEP website, participants in tailor-made short courses will be offered an opportunity to periodically refresh their knowledge and the skills they acquired from the capacity development and training session in which they participated. This way, the Institute will ensure that a post-session continuing education process is offered to the participants in the tailor-made training sessions. As with other IDEP short courses, the target will be to limit the number of participants to 25. Since the tailor-made courses are substantially demand-driven, they will always be structured as a decentralised IDEP activity to be held in a suitable location in the requesting country, sub-regional institution, or organisation. During the period 2010 - 2015, the Institute plans to accommodate up to five tailor-made short courses annually.

Online Short Courses

The expansion of internet connectivity and the growth of the open university/distance/virtual education system in Africa in recent years have also provided new opportunities for investing in and scaling up on-line training opportunities. Effective from 2011, IDEP will work with the UNECA and other relevant agencies of the UN system to launch an on-line short

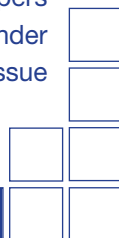


courses platform. It is proposed to begin the online initiative with a course on the fundamentals of economic planning and policy making. Over time, however, the courses available online will be expanded to other areas of economic governance and development planning. Both fresh trainees, that is those participating for the first time, and old trainees interested in refresher courses designed to update their knowledge base and skills will be covered by the online programme when it is fully developed. Over the long haul, the online short courses on offer will constitute the nucleus of an IDEP virtual university on economic governance and development management.

Capacity Development and Training Workshops

Topical economic governance questions dot the annual calendar of states. These questions are both regional and global and carry implications for the domestic and international policy choices that are exercised by decision-makers. Whilst many of the questions are recurrent and even occupy a regular place in the schedule of activities of governments, international organisations and other development actors, some are new, and sometimes, arise suddenly and unexpectedly into prominence. Even among the regular development questions, changing circumstances usually call for new approaches just as the casting of the issues themselves are often modified and new important actors emerge on the scene. IDEP's capacity development and training workshops are designed to bring the key issues on any regional or global economic governance question to the attention of the African policy makers who are most directly implicated in either designing national responses or representing their countries in regional and global negotiation of positions.

The workshops that will be organised during the period 2010 – 2015 will be animated by a panel of commissioned speakers who produce technical papers on the basis of terms of reference supplied by IDEP. The papers would be structured to offer an historical background to the issue under review, the state of the debates around it, the positions taken on the issue



by different non-African regional blocs and power centres, the concerns of Africa in the debates, alternative strategic policy approaches available to Africa, and possibilities for harmonising different African perspectives. The workshops would be organised over a period of three days and they would be targeted at senior level officials. On average, thirty participants would be invited to the workshops. It is planned to host five such workshops annually on the basis of one per sub-region of the African continent.

Intra-African Study Tours for Policy Makers

While it is true that the African continent is faced, perhaps even disproportionately, with many development challenges, it is also equally true that, in many important ways, individuals and institutions in the region have strived to exercise their agency both in responding to the challenges that abound and providing successful examples of what is possible to achieve. By their example, these institutions and individuals have demonstrated repeatedly, and over the years, that underdevelopment and poverty are not fatalistic conditions. Amidst much of the routine depiction of helplessness that often frames the presentation of African problems, it is not surprising that not very much mutual learning takes place among Africans themselves. Yet, success stories, mostly unsung, do exist from which others can learn, and best practices are available, usually not much celebrated, that could serve to inspire other development practitioners and countries to break with practices and approaches that obstruct the realisation of the full potentials of Africa. Economic historians always remind us of the important role of peer examples and learning in positively affecting development outcomes around the world and over the ages.

The IDEP Intra-African Study Tour Initiative is designed to provide African mid-career and senior African policy makers an opportunity to undertake study tours within Africa in order to promote cross-border mutual learning and exchange among them. The study tours will be formulated around a specific problem around which participants are actively in search of clarity



or workable solutions in the course of their day-to-day professional engagements. IDEP will identify institutions or sites in Africa where a similar problem has been or is being successfully addressed. It will then organise for a study tour to be undertaken by the participating officials on the basis of the terms of reference which will be agreed by them, their hosts and IDEP. Tours would be organised for a maximum period of two weeks. Participating officials would require to be endorsed by their governments and will be expected to be in a position to apply comparative lessons from the tour to addressing the problems that informed the visit in the first place. Participant tour reports will be produced for dissemination in hard and electronic copies, including on the website of the Institute. Study tour opportunities will be offered on a continuing basis by IDEP effective from 2010 with a target objective that up to five such tours would be sponsored annually.

Policy Research Programmes and Activities

IDEP has an existing reputation for the agenda-setting and innovative policy research which it undertook or facilitated on various aspects of the development challenges facing the countries of Africa during the 1960s into the 1970s. In the course of the 1980s and 1990s, in the context of the economic crises confronting African countries, the Institute devoted the bulk of its attention to undertaking advisory services as requested by African governments and expanding its capacity development and training activities. Clearly, however, the changing context and agenda of global and local development call for the generation of new policy knowledges for which the revival of development research, at or under the auspices of IDEP, has to be a key component. Central to the research that would be carried out is the determination to ensure that it is appropriate to the needs of the policy communities that animate development across the continent, it being understood that these communities are embedded primarily but not exclusively within the state system. To that extent, while the centrality of public policy making and state-led development planning will drive the

studies that would be carried out, the policy research needs of critical non-state actors, including the private and voluntary sectors, would also be taken on board in the work of the Institute over the coming years.

The case for a new, revamped advanced policy research programme at IDEP is impeccable: Now, more than ever before, in an era that has been characterised as a knowledge age, policy makers across Africa are in need of a rigorously-assembled evidence base both for internal decision-making and the conduct of increasingly complex international economic relations. Also, as public institutions begin to be rebuilt across Africa to pilot the development process, new research needs will arise that would require to be serviced and IDEP would, naturally, be one of the institutions to which most governments would turn. Furthermore, research undertaken at or coordinated by IDEP would contribute to the consolidation of the nascent and much needed research-policy nexus in African development. Additionally, African voices in global development debates will be enhanced, including on such questions as the reconfiguration of the international development architecture and the governance of the international financial system. A strong research base at IDEP would also underpin the training and capacity development/renewal work undertaken by the Institute while a better understanding would be gained of the African context of development policy-making and the enduring parameters in the African environment that condition socio-economic transformation.

Advanced Policy Research

The programme of advanced policy research that would be carried out at IDEP during the period 2010 – 2015 will be inspired primarily by and anchored on the African development agenda encapsulated in the work that the AU symbolises and the varied needs of African governments as dictated by the differing circumstances of countries. This way, IDEP research will avoid a one-size-fits all generalisation and, at the same time, seek to be relevant to and serve both continental and more localised needs.



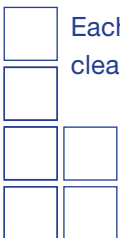
It will also aim to bring an African understanding to bear on global development processes, especially where a need exists for the articulation of scientific or intellectual perspectives from the continent that are organic to the policy concerns of governments and other development practitioners. Furthermore, in terms of approach, the research work that would be undertaken would be carried out by mixed teams of scholars and policy makers/policy intellectuals. The research products that will flow from the work of the Institute will include books, monographs, journal articles, research briefs, and policy briefs. These products will be delivered both in traditional print formats and through various digital media. At least, three new advanced policy research projects would be organised annually.

The policy research work of the Institute will be undertaken in close collaboration and partnership with the offices of the various commissioners of the AU, the key operational divisions of the UNECA, the research team that works under the leadership of the Chief Economist of the African Development Bank (AfDB), the eight AU-recognised RECs, relevant national economic ministries, and various specialised/sectorial national development agencies. Also, alliances will be forged with relevant pan-African research organisations, national universities, and centres of social, economic and/or development research. Furthermore, global strategic alliances will be pursued with such institutions as the UN University, WIDER, the UN Peace University, and UNITAR. Similarly, proactive steps will be taken to forge working relations with the UNDESA, the UNDP, UNIDO, FAO, IFAD, and other agencies of the UN family whose mandates incorporate a strong development core. Finally, non-governmental institutions active in the domain of development and whose work allow for partnership for the generation of policy knowledge around their fields of interest will also be embraced.

Advanced Policy Dialogue

Around the policy research work which IDEP will undertake as part of its repositioning to respond fully to the challenges of change of context and content in the development agenda, it is planned, during the period 2010 – 2015, to organise a series of policy dialogues. These dialogues will also be convened on contemporary development themes and topics of sub-regional, regional or global interest for which either the articulation of African perspectives are required or an aggregation and harmonisation of viewpoints could serve the useful purpose of advancing policy and political action. As with the agenda of advanced policy research which the Institute will follow, the advanced policy dialogue programme will be broadly anchored on the African development agenda as agreed within the processes of the AU. The dialogues will be targeted at high-level participants drawn from the regional and sub-regional institutions, national-level public institutions, the organised private sector, non-governmental organisations, the media, and various international development partners. They will, in the main, be animated by senior African academics and policy intellectuals with a first-hand knowledge of the themes that would be covered but, as appropriate, research knowledge and expertise will also be sourced from other regions of the world. Four policy dialogues will be held annually.

By their structure and orientation, the dialogues will, at a minimum, contribute to the nurturing a research-policy nexus in Africa. But they will also be promoted as fora where senior African policy makers could engage in structured exchanges with the organised private sector, other key non-governmental players, and international development partners on specific thematic or topical questions. Furthermore, they will allow for a sharing of comparative experiences in development practice and mutual learning. Each advanced policy dialogue organised will be structured around a clearly defined question and it will be expected to provide useable



outcomes that can help in stimulating further action along the lines desired. The reports from the dialogues would be distributed, both in hard copy and electronically, to relevant policy communities across the African continent; they will also be posted online on the IDEP website to allow for a continuing conversation around the issues covered. Every year, reports of all the policy dialogues organised will be compiled into one accessible reference volume.

Visiting Research Fellowship Programme for Policy Makers

The revived IDEP advanced policy research programme will also seek to fill an important niche that has been crying for attention in Africa, namely, the possibility of hosting serving policy officials who show considerable promise and/or recently retired senior development practitioners who have distinguished themselves during their career for short visiting fellowship terms that would enable them to undertake a retrospective and prospective reflection on their contribution or on a specific development or policy question agreed in advance with the Institute. Primary targets for this fellowship programme would range from former ministers of finance, the economy, planning, budget, trade and industry and former central bank governors to retired permanent secretaries, senior development administrators, strategic private sector development players, heads of major civil society groups immersed in development work, and former parliamentarians with a high-level experience who are desirous of taking time out to document their experience/work in an environment that is conducive to concentrated reflection. Exceptionally, development scholars whose work seats at the interface of research and policy will be admitted to the fellowship programme.

The primary resource which will be put at the disposal of the beneficiaries of the fellowship programme will be the IDEP Library which holds a rich array of primary and secondary development literature, including copies of all the development plans produced in post-independence Africa. But they will also be given all the infrastructural support and logistical back-up

needed for an efficient use of their limited reflection time. Furthermore, the intellectual networks and statistical databases of the Institute will be open to them to use. In return, in addition to the written report which they would be expected to produce, the fellows will also be encouraged to undertake one structured interaction to which a small group of Dakar-based professionals will be invited by the Institute to exchange with them. The initiative is expected to yield monographs, policy reports and policy briefs that will be a source of considerable value to practitioners and scholars alike. The Visiting Fellowships will range from one to three months; A maximum of six such awards will be made annually.

Visiting Fellowship Programme for Policy Researchers (Tajudeen Abdulraheem Fellows)

To complement the short distinguished research fellowship programme for serving and recently retired senior policy officials, and as part of the effort to enliven the environment of research at the Institute, a pan-African researcher-in-residence programme will be launched during the period 2010 - 2015. The programme will allow for development researchers from across the African continent to take up a research residency for up to three months at IDEP in order to work on a specific development concern of pan-African interest and significance. Without doubt, fellowships of various kinds abound within and outside the African continent targeted at academics and allowing them to spend different blocs of time on a research subject of interest to them and their host institutions. The specific niche which the proposed IDEP researcher-in-residence programme will serve, and which will set it apart from all other fellowship programmes on offer, is that it will be entirely dedicated to generation of knowledge on the African development agenda in all its dimensions. In this way, the beneficiaries would be pan-African fellows mandated to contribute, through their research, to the strengthening of the knowledge base for the pan-African project of an integrated regional economic development and unified continental political space.



Up to six grants will be awarded annually by IDEP under the visiting fellowship programme initiative for policy researchers. The beneficiaries of the grants would be required to be based at IDEP for the duration of their award. At the end of their stay, they would be expected to deposit a monograph-length manuscript for consideration for publication by the Institute. The issues which the fellows would be expected to cover will range from the politics of the African development agenda and the dynamics of inter-state relations in the quest for continental economic – and political – unity to the economics of the agenda and the sub-regional and regional processes that are being pursued for the realisation of the proposed African common market/economic community. Each of the grantees will make a presentation of their work at an internal IDEP research staff seminar to which an external discussant would be invited to offer lead comments.

The quest for African economic integration and political unity is a long-standing one. Although few Africans will disagree that the ideals of integration and unity that have fired the pan-African imagination over the years are impeccable, there can be no gainsaying the fact that the best of the intellectual fire-power available on the continent and in the African Diaspora has not always been creatively deployed to serve the integration and unity agenda. Many reasons have been adduced over the years for this, including the gulf that has tended repeatedly to separate the philosophy of thought and the philosophy of action on the continent. Only on rare occasions, exemplified by the likes of Henry Sylvester Williams, W.E.B Du Bois, Booker T. Washington, CLR James, Edward Blyden, and Kwame Nkrumah, have historic personalities emerged in the pan-African process to give a glimpse of the many possibilities that could be harvested if African intellectual capacities are put behind the agenda of unity and integration.

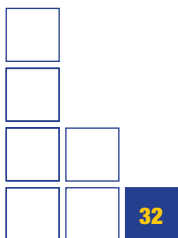
In the Africa of the period from the early 1980s onwards, one of the personalities thrust forward by history to help keep the pan-African ideal alive among African intellectuals was the late Tajudeen Abdulraheem (1961



– 2009). Abdulraheem was easily one of the most-indefatigable pan-Africanists of his generation, never losing any opportunity to carry the torch of African integration and unity, and doing so both as a scholar and an activist. His example inspired many others within and outside Africa to renew their belief in the Continent in spite of hopes that were dashed by a succession of short-sighted leaders whose policies were hardly helpful to the pan-African cause. In recognition of the contribution that he made to the building of a modern pan-African agenda and the nurturing of a pan-African consciousness, the beneficiaries of the revamped IDEP visiting fellowship programme targeted at policy researchers will be formally known as *Tajudeen Abdulraheem Fellows*.

The IDEP Monthly Development Seminar Series

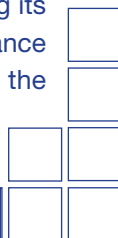
The research-policy nexus, understood in terms of a structured interaction between academic and policy researchers, on the one hand, and policy and decision-makers, on the other, remains weak in Africa. Indeed, the gulf which seems to separate African scholars from African policy makers has not only endured for too long but is still unjustifiably wide. And yet, it is clear that the Continent cannot hope fully to develop itself without bringing about a structured interaction between the two worlds whereby policy action is informed by research perspectives and evidence generated within the continent and research agendas systematically and critically include and engage the concerns of policy makers. Through the IDEP monthly development seminars that will be convened during the programme period 2010 - 2015, the Institute will seek to contribute to the bridging of the existing divide between African research and African policy action. In doing so, the Institute will employ the seminars as another forum, among others, where researchers and policy makers can engage in mutual learning and knowledge exchange for the betterment of the African continent.



The seminar presentations will be made by specially invited guests who would be established policy researchers, policy analysts, and development practitioners. The seminar will be a half-day event around which media activities will be also organised both before and after the formal presentation by the invited speaker. The presentation session itself will be held over a period of three hours, including a health break of 20 minutes between the delivery by the invited speaker and the general debate on his/her views and perspectives. Where the invited speaker is a policy maker, his/her discussant will be a senior scholar with a recognised competence in the field s/he will be addressing, and vice versa. The papers presented at the Seminar will be available online at IDEP website to stimulate further discussion and debate; at the end of every year, they will also be edited into a publication that will be available in a book format and on CD-Roms. Additionally, summaries of the papers presented and the debates they elicited will be fed into the Newsletter that will be issued by the Institute.

Outreach and Dissemination Programmes and Activities

The challenges of reaching out to various development communities and ensuring that the work that IDEP carries out is well-disseminated constitute important issues for attention which will be managed purposively and with vigour over the coming years. Although institutions like IDEP across Africa and around the world may have interesting mandates and even carry out great work, all too often, knowledge about their activities is usually too narrowly limited to select, often specialist constituencies and the overall impact which they register is constrained by a poor record of outreach and dissemination. As an institution to which African states have voluntarily acceded as members, IDEP will be investing itself in new approaches to reaching out and disseminating its output in the conviction that doing so will further enhance its relevance among key development players connected to Africa, broaden the

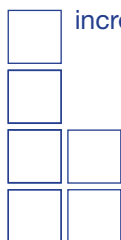


constituencies which it serves and contribute to the nurturing of popular knowledge about key economic governance concerns in a region of the world where democracy building is a key item of the public agenda.

IDEP Newsletter on Development

One of the concrete steps that will be taken immediately to build a strong culture of outreach and dissemination around the work of IDEP, and, in doing so, to contribute to the democratisation of economic governance and development planning is the production of a regular newsletter on development. The organising principle for the newsletter will be the African development agenda as it evolves and is fashioned under the overall ambit of the AU. The newsletter will also, however, report on key activities carried out within or flowing from the IDEP annual work agenda. As a resource, it will report on economic governance and development planning issues of concern or interest to African countries. It will also provide accessible and balanced analyses of the actions of the different development players active in Africa. Furthermore, the newsletter will serve as a forum for the exchange of ideas and perspectives on the challenges of development facing African countries.

The newsletter will be issued from June 2010. It will be produced in the first instance as an electronic newsletter available initially on the IDEP website and distributed through various development list serves for audiences within Africa and beyond. The newsletter will be produced initially as a bilingual publication available in English and French; over time, consideration will be given to Arabic and Portuguese language editions with a view to issuing them as quickly as possible. During the period 2010 – 2015, the Newsletter will be issued as a quarterly; as time goes on, and subject to resource availability, this frequency will be increased in order to make the newsletter a monthly publication.



A Pan-African Journal of Development Practice

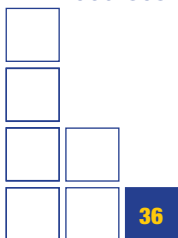
There are many approaches to understanding development but, of all the conceptualisations/definitions that are widely and frequently referred to, few will contradict the view that development incorporates a strong element of learning by doing. Over the years, IDEP has been host, mainly through its capacity development and training programmes, to many development practitioners whose vast and varied experiences could be usefully disseminated and shared with others. And yet, such practitioners do not have a ready platform through which they could share their reflections and the lessons of experience which they have learnt. It is for this reason that a pan-African journal of development practice will be produced by the Institute. It will be open exclusively to policy intellectuals and development practitioners with a thematic anchor in economic governance broadly defined. In addition to serving as a credible outlet and reflection forum, it will also play a useful role as a tool through which practitioners may teach and learn from one another.

The field of development practice has expanded over the years beyond primary public sector-based players to include non-state practitioners in Africa's rapidly expanding private (corporate and non-corporate) sector, international multilateral agencies, bilateral development cooperation workers, and non-governmental/voluntary sectors. There is, therefore, a big and growing constituency that will be served by the journal and which will, in turn, feed it with materials. It is planned to issue the journal twice yearly as a bilingual French and English language publication. It will be produced in both hard copies and electronically, with the electronic version being available for downloading on the IDEP website on an open access basis. The first issue of the journal will be issued during the first half of 2012.

A New IDEP Website

As global internet connectivity has grown, so too has the website increased in importance as an instrument for outreach, communication and dissemination. For a capacity development and policy knowledge institution like IDEP, this development opens new doors and offers many opportunities which will be fully explored in order to extend its reach and impact. The most immediate challenge is to reorganise the website as not only simply a site for information about the Institute and its various activities but also simultaneously a portal for the dissemination of economic governance and development planning information about Africa, a forum for on-line continuing education, a window for African economic governance and development policy debates, a place for disseminating the results of policy research and studies carried out by or under the auspices of the Institute, and a meeting point for both the alumni of the Institute's training activities and development practitioners interested in networking with one another.

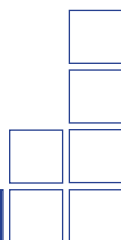
The revamped IDEP website will, as the existing one, offer services in English and French. It will be enhanced with podcasts that bear a distinct African imprint and which cover key development issues in Africa and globally. It will also provide for video streaming drawn primarily from the documentaries on African economic governance and development which the Institute intends to facilitate as part of its enhanced programme of outreach and dissemination. With regard to the deployment of the website for the capacity development and training work of the Institute, all course modules will be uploaded and appropriate steps taken to ensure that former trainees can gain access and update their knowledge on specific subjects while new trainees can apply to follow the online courses that will be offered.



Revamping the IDEP Library

The IDEP Library is, easily, one of the most important assets of the Institute, known not only for the richness of its collection on development but also the professionalism of its staff. It remains a depository for the publications of leading development institutions such as the World Bank and the UNDP. It also holds all the development plans produced by African governments from the latter years of the colonial period. Its collection of books, journals and DVDs on development, including a growing range of online subscriptions, compares favourably with those of many other similar institutions. These strengths deserve to and will be reinforced in the years ahead. But additional steps will also be taken to ensure that the IDEP Library moves into the frontline in the provision of digital and online services to its users. The core collections of the Library, especially the post-independence development plans that were produced, will be digitalised and, together with the entire bibliographic database, made available online. Similarly, the dissertations produced by succeeding generations of post-independence policy makers who passed through the Masters degree programme will be converted into a digital format and put online, accessible to users through the IDEP website.

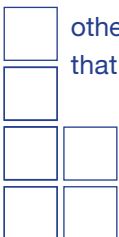
The IDEP Library already produces a variety of value-added products and services. These include annotated bibliographies on new acquisitions, a new contents list and a directory of new DVDs on African development. The range of value-added products will be expanded to include the policy briefs produced by the Institute, an annotated handbook on the various dissertations produced over the years through the Masters degree programme and an IDEP Abstracts Online resource on development questions of concern and interest to African countries.



IDEP Policy Publications

Integral to the outreach and dissemination strategy which IDEP will develop in the years ahead is the consolidation of the issuance of publications emanating out of its policy research and capacity development activities for the purpose of extending its reach and deepening its impact. Publications will be issued both in hard copy and electronic/digital formats. The Institute already produces books. This will be maintained but reorganised to follow in a series anchored on specific themes in the IDEP work plan. Monographs will also be issued as will policy briefs targeted at different audiences of development practitioners and economic managers. The policy briefs will occupy a place of prime significance in the outreach and dissemination strategy of the Institute considering that they constitute a central tool for achieving impact. The hard and electronic versions of the publications issued will be distributed free of charge to African Member States and alumni of the Institute's capacity development and training programmes. The publications will also be distributed free of charge to the libraries of all the partner institutions and networks with which the Institute works in delivering on its mandate. The publications that would be uploaded to the Institute website would be available on an open access basis. English and French will be the two languages in which publications will be issued.

The question of the languages through which the results of the work carried out by African institutions, like IDEP, that are desirous of making a positive impact and even bring about progressive change can be most effectively disseminated has been the subject of a long-standing debate. The Institute is not indifferent to the discussions. For the immediate, it will issue publications in English and French whilst encouraging institutions with dedicated translation resources to work with it to produce other language editions, including in Swahili and other African languages that enjoy wide usage in public life and administration. Over time, as



resources permit, the Institute will itself aim to issue publications in Arabic, Portuguese and Swahili. Partnerships for the production and distribution of the publishable works emanating from the interventions undertaken by the Institute will be pursued.

IDEP Multimedia Productions

Multimedia tools abound that could be employed for strengthening outreach and dissemination in order to reach new audiences and retain their attention. This is an area that will represent a growth sector for IDEP in the years ahead as the Institute develops and deploys multimedia facilities to support its work. As a start, it is planned to launch an IDEP CD/DVD-based documentary series under the broad rubric of ***Makers and Shapers of African Development*** through which the contributions of key individuals, institutions, networks, businesses, and even communities to the positive transformation of the fortunes of the continent will be highlighted and packaged for radio and television broadcast within and outside Africa, and for wider access on the pages of the Institute's revamped website. The documentary series will, among other things, contribute to the showcasing of a variety of African best practices in the fields of economic governance and development planning from which other development practitioners and analysts could learn. It will also fit into the strategy of the Institute for encouraging the mentorship of younger public sector professionals who are increasingly short of role models and examples from whom they can draw inspiration.

Institutional Partnerships

Institutional partnerships have always been an important part of the IDEP strategy for realising its mandate. In building on the existing ***modus operandi***, it is planned, at one level, to extend the range of partners with which the Institute collaborates, doing so in the context of its strategy for decentralising its programmes both generally and with particular



reference to its capacity development and training activities. At another level, the Institute will be designating locally-based focal points among some of its nationally-based institutional partners, working through them both to enhance its presence and visibility in-country. To this end, resources will be invested to build a pan-African network of centres of policy research and capacity development in economic governance and development planning which would be affiliated to IDEP and through which regular inventories of institutional needs, for a more effective and sustained realisation of their mandates, will be carried out and addressed. In the immediate, IDEP will be carrying out a survey of existing institutions that produce policy studies and offer training courses in economic governance and development.

Programme for IDEP Alumni

Over the period since its creation, IDEP has graduated hundreds of policy makers through its Master's Programme. Hundreds more have participated in its short courses. A significant proportion of these alumni are still in active professional service, spread through the public, private, and voluntary/non-governmental sectors. Some occupy strategic positions in government that the Institute needs to connect itself to in order to advance its mission. Effectively, through its capacity development and training activities, the Institute has, over the years, built an Africa-wide alumni base which it could tap into for enhancing its visibility and extending the reach of its work. This alumni base will need to be treated as a veritable resource and deployed strategically to attain new programmatic heights and visibility for the Institute.

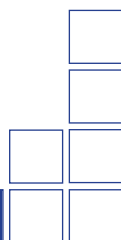
It is planned to launch an Alumni programme during the course of 2011 with the aim of encouraging the alumni to become organised and active flag bearers for IDEP whilst being offered opportunities to network among themselves and enjoy online refresher capacity development and training programmes in their areas of specialisation. As a starting point, a tracer



study will be launched in the first half of 2010 to locate the alumni and establish the professional trajectory they have followed in the period since the capacity development and training programme which they undertook. Individual alumnus will be offered a possibility to serve as points of contact in their institutions for IDEP, helping to further disseminate information on the work programme of the Institute. Through the IDEP website, alumni will be offered an opportunity to network with one another, exchanging information and sharing viewpoints. In due course, the Institute itself will introduce an IDEP Alumni Newsletter to serve as an electronic resource targeted at all former trainees. Consideration will also be given to the possibility of the convening of an annual thematic workshop tailor-made specifically for the alumni of the Institute.

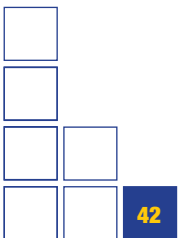
Financing IDEP Programmes

IDEP's core programmes, activities and overhead costs have, in the period since its establishment in 1962, been financed by an annual subvention from the UN budget and the contribution of its African Member States. The Institute has also, over the years, tapped other funding sources for specific programmes and activities. These sources include multilateral institutions, bilateral funding agencies, and private foundations. Resources have also been generated from the advisory and consultancy services work carried out by the Institute with government agencies and inter-state institutions across Africa. These sources of funding will be developed further in the years ahead, with particular attention being paid to the broadening of the range of bilateral agencies and private foundations with which the Institute collaborates in order to achieve its strategic objective of scaling up on all fronts and at all levels.



Looking Ahead to a Bright African Future

The work of development is a permanent effort in progress. Succeeding generations of Africans have sought to mobilise internal efforts and external partnerships to overcome long-standing development challenges, including those associated with the legacy of colonialism. IDEP is conscious of its unique position as an autonomous institution mandated by the United Nations General Assembly, but also belonging to the African countries which are its members and whom it serves. It is a unique position which offers opportunities for the Institute to play a frontline role in working with government and other development actors to lift the obstacles to successful economic governance and development on the Continent. But it is also a position that carries enormous responsibilities which the leadership of the Institute is determined to continue to strive to meet using the Strategic Plan and Programme Direction for the period 2010 to 2015 as a springboard.



Printed by



POLYKROME

Dakar, Senegal, 2012

African Institute for Economic Development
and Planning (IDEP)

Rue du 18 juin - P.O Box.: 3186

CP 18524 - Dakar, Senegal

Phone: (221) 33 823 10 20 - Fax: (221) 33 822 29 64

Email: idep@unidep.org - Website: www.unidep.org