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Item 6 of the provisional agenda\*

**Statutory issues**

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

#### **I. Introduction**

1. The present report is submitted for consideration to the Conference of African Ministers of Finance, Planning and Economic Development of the Economic Commission for Africa (ECA), in response to its request for regular updates on the reports that the African Institute for Economic Development and Planning submits to its Governing Council and management.<sup>1</sup> The report summarizes the work of the Institute for the period from April 2018 to March 2019. The report covers the Institute's core activities, focusing on its main mandate of providing training for officials of member States responsible for economic management and development planning.

2. The year 2018 was a year of repositioning at the Institute. As recommended by its Governing Council and member States, the Institute underwent a strategic shift in orientation. That shift was aimed at better addressing both the limited participation of women in the work of the Institute and the increasing demand by member States of ECA for support in capacity development for the purposes of achieving the goals and aspirations contained in the outcome document of the United Nations summit for the adoption of the post-2015 development agenda, entitled "Transforming our world: the 2030 Agenda for Sustainable Development,"<sup>2</sup> and in "Agenda 2063: The Africa We Want" of the African Union. The realization of those agendas requires adjustments in the way that countries approach development. One of the main challenges for States is to find solutions that are more creative, in order to master their development processes; become full-fledged actors of the world economy; improve their fundamentals; and translate their economic gains into well-being, welfare and stability for all their citizens in a sustainable and

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\* E/ECA/COE/38/1/Rev.1.

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

<sup>2</sup> General Assembly resolution 70/1.

inclusive manner. It also calls for a rethinking of their capacity-building and training orientation.

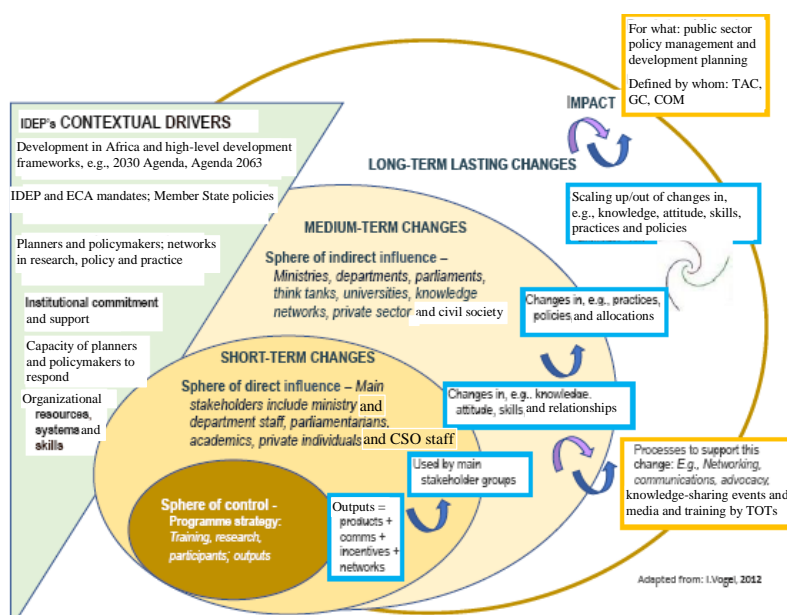
3. Experts of the Technical Advisory Committee of the Institute, specialists from ECA divisions and strategic planners gathered at a retreat for the purposes of reviewing the Institute's training catalogue so as to sharpen its focus on the development priorities of African countries and render it flexible enough to accommodate emerging issues. As a result, a new catalogue was developed and endorsed by the Committee members. The training programmes proposed in the new catalogue were classified into four clusters, taking into account key areas where the needs of member States were paramount. Those clusters are macroeconomic modelling and planning, regional integration, social development and integrated natural resource management.

4. The Institute also developed a five-year strategic plan (2019–2023), which served to respond to the expectations of decision makers in Africa to accelerate their development. The strategic plan is based on a theory of change (figure I) through which the Institute ultimately aims to contribute to improved public sector management and development planning, in support of member State structural transformation in line with the 2030 Agenda and Agenda 2063. In that regard, the Institute will focus on three main domains of change by means of which stakeholders are to interact with and be influenced by the outputs of the Institute. Those domains are:

- (a) Competence of development planners and policymakers in policy management, public sector systems and development planning;
- (b) Competence of public sector systems for seeking and acquiring critical support for policy development and management and for development planning;
- (c) Competence of the Institute as the leading capacity development organization for policy development, management and development planning in Africa.

Figure I

### Theory of change of the five-year strategic plan



5. During the reporting period, the Institute also continued its core activities aimed at providing training for officials of member States responsible for economic management and development planning. Those training activities were supported by research activities, seminars and policy dialogues on

practical problems of national, regional and international development. In all, 24 short courses were organized by the Institute, drawing a total of 501 participants from 49 member States spread across the five subregions of the African continent. Those training activities and knowledge products resulted from research activities aimed at improving the implementation of the 2030 Agenda and Agenda 2063. More details on implemented outputs are presented below.

## **II. Supporting the implementation of the 2030 Agenda and Agenda 2063 through training and research**

### **A. Training**

6. The African Institute for Economic Development and Planning is mandated to upgrade the technical aptitudes of African senior officials and civil servants. It provides training to a critical mass of sufficiently equipped senior officials capable of designing, monitoring and evaluating development policies to attain sustained and inclusive growth. Against a background of international development agendas such as the 2030 Agenda and Agenda 2063, the considerations and national specificities of member States need to be taken into account in order to provide a capacity-building programme that meets the objectives of Africa's structural transformation. The training activities provided by the Institute are in keeping with that goal, and help to familiarize trainees pursuing its courses with the requisite techniques for the formulation, planning, implementation and management of pro-development policies. The main challenges for countries include mastering their development processes, becoming full-fledged actors in the world economy, improving their fundamentals, involving all actors more tangibly, mobilizing adequate resources and being able to translate their economic gains into the improved well-being and welfare of all their citizens in an equitable and sustainable manner.

7. Since the Institute's report for 2017, both the 2030 Agenda and Agenda 2063 have been guiding the training and research activities of the Institute. The training programme has been adapted to support the achievement of the Sustainable Development Goals, as well as to support their alignment with Agenda 2063 and their integration into the national development plans of African countries. Indeed, the Institute organized a retreat with partners to revamp its catalogue accordingly and to be more coherent and consistent with both agendas. A new categorization was proposed, which took into consideration the guidelines of the international development agendas, especially the 2030 Agenda and Agenda 2063. It also was mindful of the African position in a certain number of issues and international agendas such as the Addis Ababa Action Agenda (which covers development financing); the Paris Agreement on Climate Change; migration policies; and regional agendas, including the African Continental Free Trade Area and the Africa Mining Vision. Moreover, it integrates the needs expressed by trainees in the survey undertaken in 2016.

8. Each year, the Institute organizes traditional courses, which are closely related to its mandate and meet the current needs of member States. The courses are generally delivered in English and French, the official working languages of the Institute, and cover a two-week period. The training sessions are conducted by leading experts in the areas of planning and economic development who combine their theoretical knowledge and practical experience. The majority of courses are illustrated with examples of cases from member States.

9. A total of 24 courses, including 19 on-site courses, were delivered on issues relating to data analysis and macroeconomic modelling for development planners; sectoral policy and planning in the areas of trade, industry, agriculture and energy; international trade negotiations in support of the continental free trade area; social policy and the management of gender-responsive economic policy; and domestic resource mobilization.

10. New courses on road safety issues, geographic information systems and macroeconomic modelling to assess the impact of the Sustainable Development Goals in public policies were organized. In addition, modules on climate information services and eco-responsibility were introduced to take into account the evolution of the training expectations of African countries. Among the 19 on-site courses, 10 were core courses of the Institute, including one course (on migration policy) that had been revamped; three tailor-made courses; and six courses that had been organized in collaboration with partners. Those partners were the Macroeconomic and Financial Management Institute of Eastern and Southern Africa; the World Bank; the African Future Millennium Institute; ECA and the African Climate Policy Centre; the Macroeconomic Policy Division of ECA; ECA and its African Centre for Statistics; ECA and the African Trade Policy Centre; and ECA and the International Organization for Migration.

11. In the context of results-based management, the Institute defined a logical framework of interventions to identify the different steps to be implemented with a strategic dimension for the monitoring and evaluation of programmes that constitute important phases. Indeed, the regular and systemic monitoring of training and research activities helps determine whether the activities implemented would facilitate the achievement of the expected results; should that not be the case, corrective measures are applied. Evaluation is critical to measuring the effectiveness and efficiency of a programme. In particular, it provides information on the achievement of the objectives assigned to it by measuring performance indicators.

12. The monitoring and evaluation process applied to the training activities of the Institute will provide information about the achievement of the objectives of various training programmes, namely, training a critical mass of mid-level and senior managers capable of formulating optimal economic policies in planning and development and influencing policies in their respective institutions. That process will also contribute to continually adapting the Institute's training catalogue to the needs relating to the planning and management of the economic policy of different member States.

13. Participants in the training programmes of the Institute were systematically invited to evaluate the course in which they participated. The Institute defined a logical and systemic framework to monitor and evaluate the activities. To that end, a questionnaire was submitted to trainees to gather their views on the substantive dimensions of the course and on aspects relating to logistics and course quality. The evaluation showed that all the courses were relatively well appreciated by trainees. In 2017, the majority of courses received an overall rating of 90 per cent or higher from course participants. New courses and modules strengthened capacities of participants on mainstreaming geographic information systems and mainstreaming climate information and services in drafting public policies and on setting up comprehensive and focused models in line with the Sustainable Development Goals.

14. In 2018, the Institute maintained the same increasing trend in number of applicants.<sup>3</sup> In 2017, a high number of applications (3,614) were received, which can be explained by the introduction of two online courses, including

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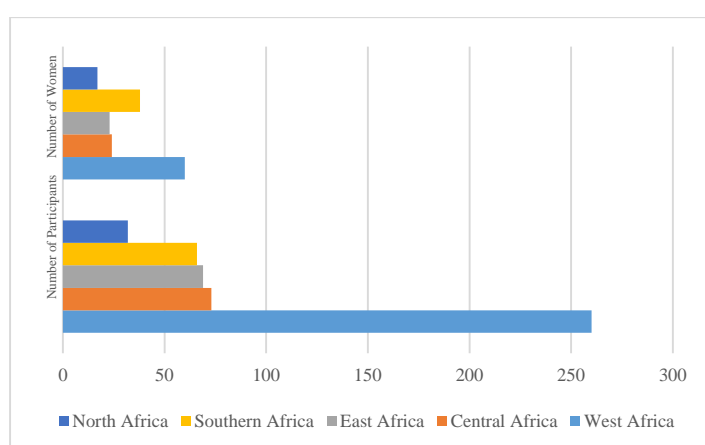
<sup>3</sup> The number of applications received were 1,812 in 2014; 1,948 in 2015; and 2,542 in 2016.

one in partnership with the United Nations Institute for Training and Research, for which an extraordinary number of applications (516) were received. That increase clearly demonstrates the increased interest on the part of member States in the Institute's capacity development programme.

15. A total of 501 African public officials attended the core courses, including 64 attendees for the tailor-made courses. The number of course participants increased by 2.6 per cent compared with those in 2017. The participation of women increased from 28 per cent in 2017 to 32.3 per cent in 2018, owing to the efforts of the Institute to widen its information and mode of distribution channels. Although the Institute is strongly committed to balancing the participation of men and women, the higher proportion of men employed in mid-level and senior-level positions in African Governments is an acknowledged limitation. However, in terms of participation, all regions were represented in the courses, covering 49 member States (see figure II).

Figure II

#### Attendance at the core courses of the Institute



16. The Institute also organized five professional training courses for ECA staff from headquarters and subregional offices. The topics were development planning; strategic communication (networking track) skills; technical writing skills, offered in English and French; and modelling using econometric software. An important outcome was the review of the course programme, which was completed in 2018. The review was undertaken in response to a request from the Governing Board of the Institute, with a view to increasing the number of courses and the relevance of themes covered, in line with the designation of the Institute as the training arm of ECA.

## B. Master's degree programme

17. In 2016, the Institute launched an 18-month Master of Philosophy programme in industrial policy in partnership with the University of Johannesburg. The programme is a flagship activity of the Institute's capacity development and training programme. It is designed to expose mid-career and senior professionals and policymakers serving in Governments and intergovernmental organizations to structured training that covers various aspects of economic policy management, development planning and sectoral analysis, particularly on industrial issues. In 2018, the master's cohort consisted of 20 students. The number of women selected increased to four, compared with only one in the first cohort.

18. The Institute is also exploring the establishment of other master's degree programmes, including one in collaboration with the Institute of National Planning of Egypt that would focus on development planning and a blended

digital master's degree with the University of N'Gaoundéré in Cameroon on geospatial information systems.

## **C. Research**

19. Research on development policies is a core function of the Institute. It proposes new analyses of development policies and helps increase awareness with regard to new development issues. The overall objective of the programme in support of research activities and a series of dialogues on policies implemented by the Institute is to strengthen and consolidate the close link between research for development and policy design, thus establishing an essential relationship between researchers and decision makers who work together to propose, make available and integrate new knowledge into policy formulation.

20. Research activities consisted primarily of facilitating and supporting activities, such as high-level dialogues, research on emerging economic development and planning issues as well as providing grants to programmes on issues of special interest related to African development agendas.

21. The themes of the various activities focus on the national priorities of member States in connection with issues related to the structural transformation of Africa against a background of the 2030 Agenda and Agenda 2063.

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

23. During the period under review, a high-level policy dialogue on the topic of new approaches to planning for the achievement of the objectives of the 2030 Agenda and Agenda 2063 was held. The event was attended by members of the Technical Advisory Committee of the Institute and eminent high-level experts in development planning and capacity-building from African Governments, members of the academic community and international organizations.

24. The Institute collaborated with the International Bank for Reconstruction and Development of the World Bank to deliver a high-level seminar on road safety observatory data and facilitated discussions on the establishment of a road safety observatory in Africa, with a view to fostering the development of a synergistic environment to empower countries to collect useful and timely information to address the ongoing road safety epidemic.

25. In addition, the Institute collaborated with Mobilizing Institutional Investors to Develop Africa's Infrastructure (a partnership of the United States Agency for International Development and the National Association of Securities Professionals) and ECA to organize and host a two-day high-level workshop of representatives of institutional investors in Central and West Africa. The workshop allowed investors to exchange practices and experiences and develop partnerships, as well as to be appraised by experts of the most recent developments in infrastructure financing in Africa. The workshop was held in preparation for the United States of America-Africa investor retreat that followed immediately on 3 March 2018 and saw the participation of institutional investors from the United States. The retreat was aimed at bringing together investors from Africa and the United States to facilitate the development of partnerships, the exchange of best practices and experiences and the exploration of co-investment opportunities.

26. The series of seminars on development is an important forum bringing together researchers and decision makers required to commit to mutual

understanding and the sharing of knowledge placed at the disposal of the African scientific community. The series of development seminars is one of the Institute's flagship events, which provides the Institute with the opportunity to better promote its activities.

27. The Institute organized a series of round tables on the margins of training courses held in Dakar, topics of which included green industry, social development and efforts to "leave no one behind", transport and infrastructure, the mobilization of domestic resources and migration.

28. In collaboration with the Department of Economic and Social Affairs of the Secretariat and ECA, the Institute hosted the voluntary national reviews preparatory regional workshop for the 2018 high-level political forum, held in July 2018 in New York. At the workshop, a number of African countries presented their voluntary reviews on progress made toward the achievement of the Sustainable Development Goals. One key outcome of the meeting was the identification of the need to pay particular attention to the specificities of Africa in the process, especially the elements contained in Agenda 2063, which integrates a number of aspects specific to the African continent. The meeting presented an opportunity for countries participating in the reviews to share their experiences, ideas and initiatives, as well as to join forces for the successful achievement of the Goals. Formats of presentations for the reviews and the proposed basis for the process towards the high-level political forum were also discussed and agreed.

29. A workshop was organized by the Institute, ECA and the Department of Economic and Social Affairs to facilitate dialogue between the major groups and other stakeholders involved in the achievement of the Sustainable Development Goals in countries in Central and West Africa. The workshop was also aimed at building the capacity of the civil society involved in the voluntary national review processes. Participants deliberated on national priority-setting approaches, institutions and actors involved, the integration of the Goals into national development plans and effective stakeholder engagement strategies.

30. Together with the United Nations Foundation, the Institute organized an interactive workshop on the theme "What does leaving no one behind in Africa actually look like?" The workshop was held as a prelude of the 2018 Africa Regional Forum on Sustainable Development. An open dialogue took place. Policy practitioners, policymakers and policy researchers explored and built understanding around the concept in the African context, identified the barriers to reaching the poorest first and shared experiences on best practices and appropriate policies. Participants shared ideas on potential partnerships and other joint efforts for reaching the poorest. Participants brought a practical view to one of the main principles underlying the 2030 Agenda and the Sustainable Development Goals, as agreed by Member States in 2015: leaving no one behind.

31. In collaboration with the Office of the Special Adviser on Africa, a high-level side event was organized by ECA, the United Nations Development Programme and the African Union Commission during the 2018 high-level political forum on implementing work aimed at the achievement of the Sustainable Development Goals and the implementation of Agenda 2063. The event included the sharing of experiences and an examination of the way forward after the conclusion of the Africa Regional Forum on Sustainable Development and the voluntary national reviews. The objective of the meeting was to disseminate and advocate for the implementation of policy recommendations outlined in the key messages agreed upon at the fourth session of the Africa Regional Forum on Sustainable Development. The session was also aimed at encouraging increased participation of countries in Africa that are Member States of the United Nations in the voluntary national review

process and identifying training and capacity needs that needed to be addressed in order to achieve development objectives.

32. In collaboration with the African group of the diplomatic corps accredited in Senegal, the Institute organized two special diplomatic round-table events, one on the theme of winning the fight against corruption in Africa, and on the African Continental Free Trade Area. The seminars assembled about 50 high-level experts, among them diplomats from 33 countries and 15 officials from international and national organizations. Civil society organizations were also represented. In line with the recommendation of the ECA retreat with the African Ambassadors in Addis, these kinds of events will continue to be organised in 2019.

#### **D. Fellowships**

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

34. The Institute received six research fellows during the period under review who worked on the following thematics:

(a) Understanding the linkage between health and education in African development and addressed the following topics: Evidence from Nigeria;

(b) A computable general equilibrium approach to public investment in the agro-industry sector, growth and inequality in Burkina Faso;

(c) Regional integration, trade and economic growth in the continental free trade area;

(d) Spatial gravity models approach examining intra-Africa trade flows;

(e) The role of foreign direct investment and institutions in export diversification in the Economic Community of West African States;

(f) Perspectives on development policy and legislation in the region of Southern Africa.

For each of the fellowships granted, a policy brief and a research report were delivered and published.

### **III. Improving the knowledge repository and digital learning platform for enhanced delivery**

#### **A. E-learning programme**

35. During the reporting period, as a follow-up of the 2016 survey outcome, which recommended the nurturing of technological advancement to respond to the increasing number of requests for training from different countries and other stakeholders, a digital learning strategic framework was developed. The goal of the framework was to establish a culture of continuous learning and



high performance, aimed at creating a unique state-of-the-art centre of excellence for teaching and learning in Africa, guided by the principle that learning happens *by* learners, not *to* them.

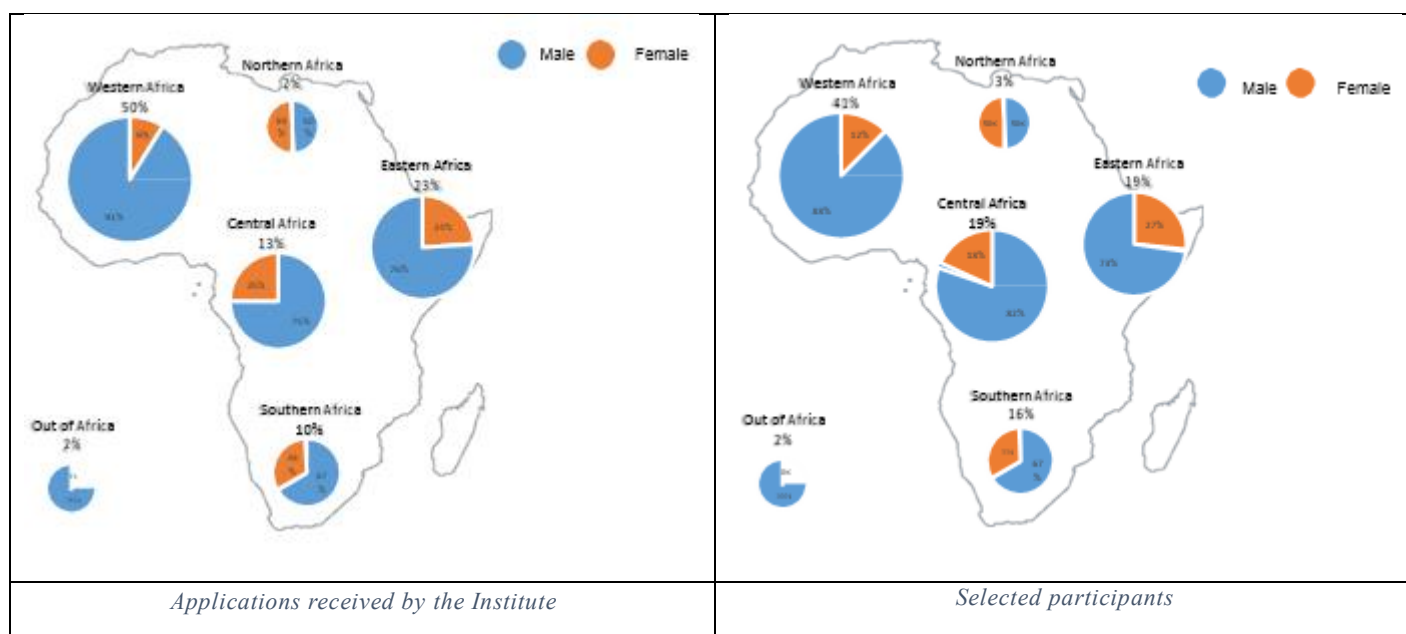
36. In that regard, a broad range of online training and capacity development solutions will be provided to learners to enable continuous learning and improve performance. The following general approaches will be implemented:

- (a) Self-paced digital learning with m-learning and micro-learning features;
- (b) Instructor-led or facilitated digital learning with m-learning and micro-learning features;
- (c) Blended learning with m-learning and micro-learning features;
- (d) Increased use of webinars for monthly development seminars.

37. In addition of the revamping of the digital learning offerings, the Institute designed and delivered an online course on industrialization through trade. Highlights of the applicants disaggregated by gender and region, are presented below (figure III).

Figure III

**Breakdown of participants in Institute online course on industrialization through trade**



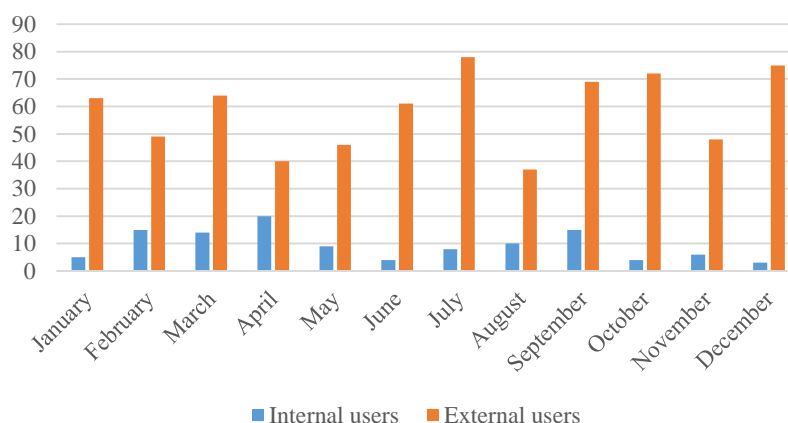
## B. Knowledge resource centre

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

39. A total of 815 users, comprising 113 trainees in different courses of the Institute and 702 external researchers, were served directly by the library during the year (figure IV). Of the 140 requests for information handled by the library, 128 were successful, for a satisfaction rate of 92 per cent. Furthermore, as has become customary, the library supplied 25 annotated bibliographic materials in English and French for use by trainees and fellows in courses and research activities of the Institute.

Figure IV

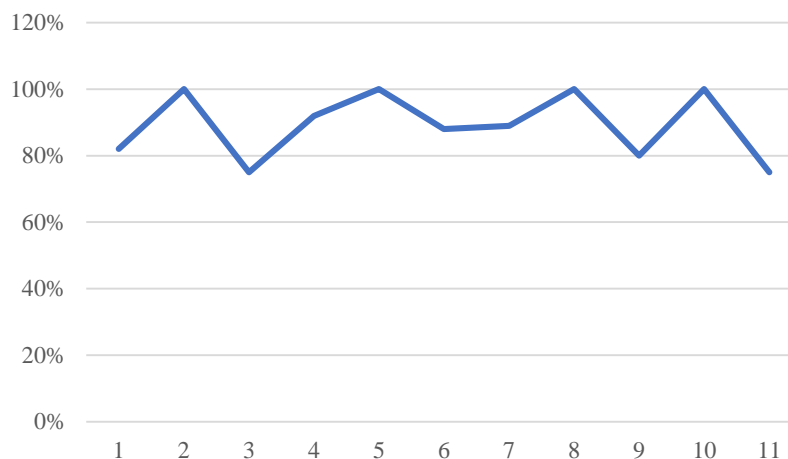
### Library entries



40. The rate of user satisfaction with information requests is reflected in figure V, which provides an indication of the level and quality of service provided by the library in information retrieval and dissemination to its patrons.

Figure V

### Monthly satisfaction rate



## C. Digitization

41. The digitization of the second batch of heritage documents is being finalized. It involves 32 countries and 2,600 titles, totalling 264,685 pages. This second batch completes the project, the first batch having been delivered in January 2018. The digitization has the dual purpose of making visible this collection retracing the socioeconomic and political history of the independent African States and the preservation of the documents that compose it. Given their age and their condition of conservation, the digitization will prevent them from manual damages. For more details, see figures VI and VII.

Figure VI

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

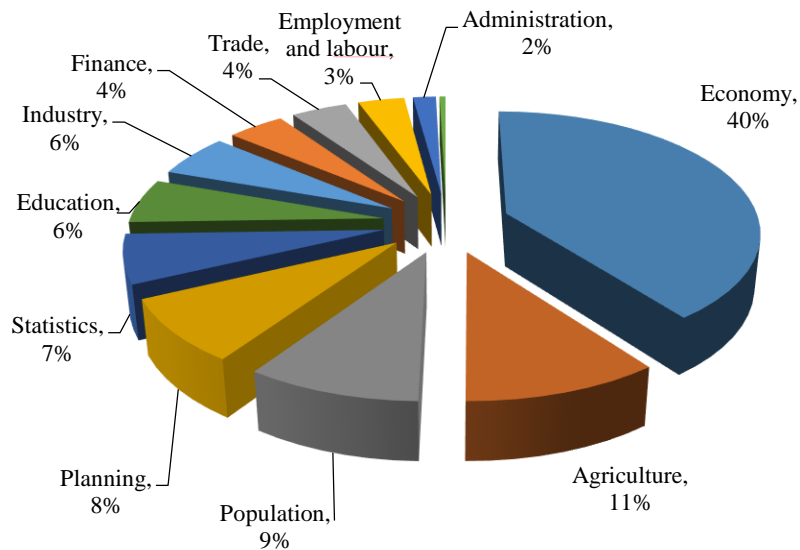
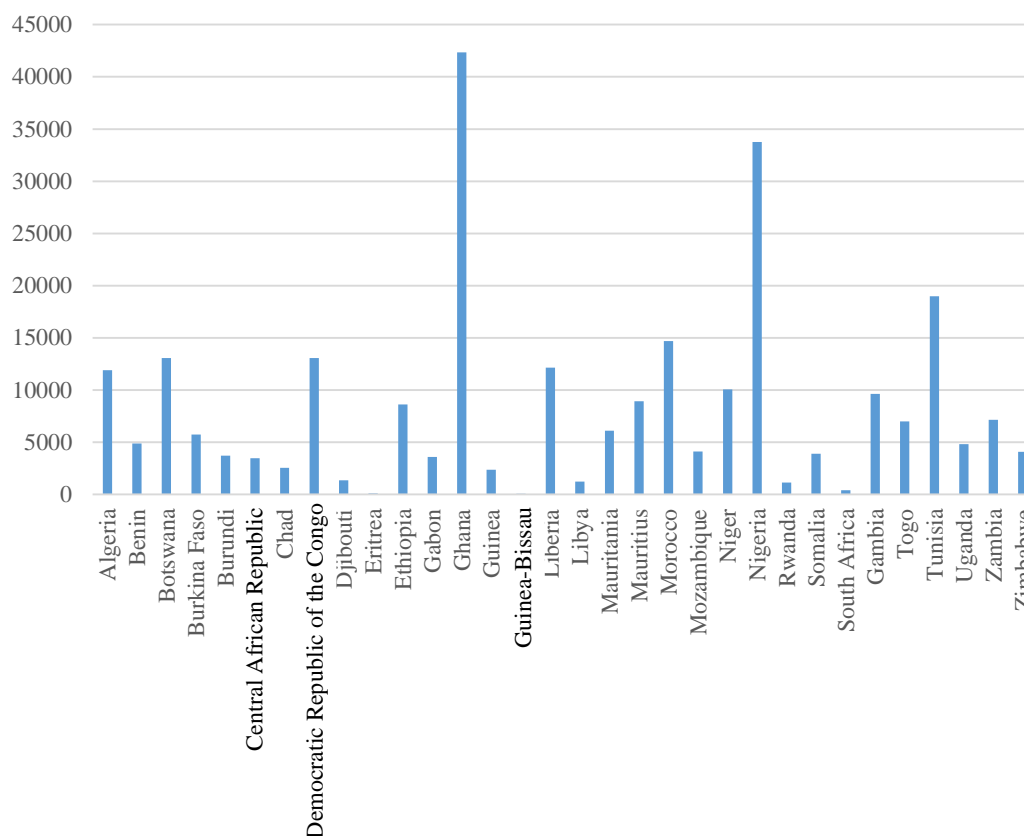


Figure VII

**Documents origin by country****D. Cataloguing and indexing**

42. The cataloguing and indexing of document titles in digital format in the institutional repository is under way. A total of 1,161 titles were added in 2018, bringing the total collection to 21,966 records, of which 5,727 are freely available in full text. The 1,161 titles came from the digitized materials that were delivered after the first phase of the digitization project and comprise publications of the Institute, as well as some publications from member States. In 2018, a total of 14,942 searches were performed by users of the Institute repository, with 127,410 full-text document downloads and an average of 9 documents downloaded after each search.

**E. Finance and partnership**

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

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

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

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

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

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

44. The Institute encountered challenges with raising sufficient financial resources in 2018. More resource mobilization efforts are required in this respect to ensure the financial sustainability of the Institute's capacity development programme.

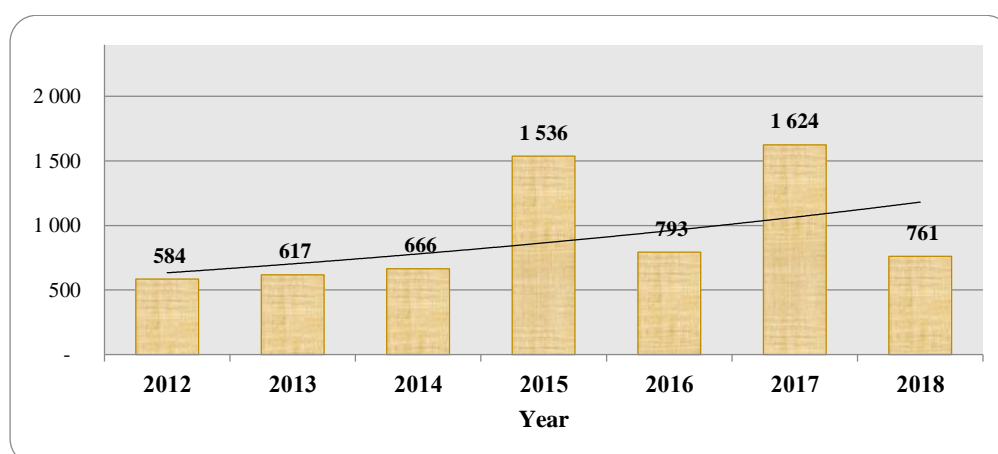
45. Whilst acknowledging that the assessed contributions received in 2018, both annual assessed and arrears, were in line with the overall average over the past ten (10) years, the actual sum of \$761,000 received was 44 per cent shy of the annual target of \$1,358,000 and 53 per cent lower than the contributions received in 2017 (figure VIII). Table 1 below further illustrates that out of the total contributions received, settlement of arrears comprised 60 per cent of the sum, while 2018 assessed contributions and advance contributions comprised 37 and 3 per cent, respectively. While increased efforts by the Institute to recover contribution arrears from member States continue to bear fruit, albeit quite slowly, concerns about the funding consistency continue to top its resource mobilization agenda because, since 2007, the annual assessed contributions of member States paid each year (excluding arrears) have not surpassed \$1 million.

46. Special recognition goes to the countries that made contributions in 2018 as well as the following countries which are always in advance of their payments: Congo, Côte d'Ivoire and Kenya.

Figure VIII

### Contributions to the African Institute for Economic Development and Planning in the period 2012–2018

(Thousands of United States dollars)



47. Building upon resolutions made by African countries at various sessions of the Conference of African Ministers of Finance, Planning and Economic Development, in which they called upon themselves to ensure the sustainability of the Institute through their regular payment of annual assessed contributions and settlement of outstanding arrears, most recently in resolution 956(LI) of 2018, the Institute will continue to rally African countries and recover additional arrears in 2019 through planned resource mobilization initiatives. Unpaid assessed contributions are still very high at \$17.7 million as at 31 December 2018.

Table 1

**Contributions to the African Institute for Economic Development and Planning by country, as at 31 December 2018**

(Thousands of United States dollars)

Country	Annual assessed contribution	Amount paid in 2018			Total amount paid in 2018
		Annual contribution paid	Arrears paid	Advance payment	
Benin	15 000	15 000	95 620		110 620
Burkina Faso	15 000	15 000			15 000
Ghana	32 000	32 000	58 167		90 167
Kenya	32 000			22 750	22 750
Lesotho	15 000	15 000			15 000
Madagascar	20 000	20 000	33 125		53 125
Morocco	32 000	32 000	96 382		128 382
Namibia	24 000	24 000			24 000
Seychelles	10 000	10 000	20 000		30 000
Sierra Leone	20 000	20 000	40 000	55	60 055
South Africa	80 000	80 000			80 000
Togo	15 000	15 000	117 192		132 192
<b>Total:</b>	<b>357 000</b>	<b>278 000</b>	<b>460 486</b>	<b>22 805</b>	<b>761 291</b>

48. Through resolution 956(LI) of 2018, member States also called upon the ECA to provide more systematic programme support to IDEP in order to sustain its programme. Owing in part to the internal restructuring process that ECA underwent in 2018, extrabudgetary support from ECA was significantly lower in 2018 (\$138,000) compared with 2017 (\$2.5 million). It is expected that extrabudgetary support from the ECA to IDEP will become more systematic going forward to increase the predictability of the flow of funds and hence programme planning.

49. As part of its strategic plan for the period 2019–2023, the Institute will aim to diversify its funding sources extensively through increased and targeted external resource mobilization initiatives, in particular with a view to fully financing and meeting the objectives of its strategic objectives.

## F. Partnerships

50. The Institute continued its strategy to partner with various stakeholders in the delivery of training and other initiatives. Such partnerships vary in form and include activity cost-sharing agreements, agreements for the sharing of knowledge and technical expertise, as well as ordinary funding partnerships. Of particular note in 2018, the Institute, through ECA, concluded a memorandum of understanding with the African Capacity-Building Foundation. The Institute also concluded deliberations with the Pan-African Parliament; a memorandum of understanding is to be signed in the first half of 2019. Collaborations included the delivery of a workshop and training activity on road safety with the World Bank and an important retreat for institutional investors with Mobilizing Institutional Investors to Develop Africa's Infrastructure.

51. Following discussions that the Institute has held in 2018 with the Organisation internationale de la Francophonie (OIF), International Food Policy Research Institute (IFPRI), Open Society Initiative for West Africa

(OSIWA), United Nations Volunteers Programme (UNV), Trade Policy Training Centre in Africa (TRAPCA), UN Staff College, Pan-African Parliament, and the African Capacity Building Foundation (ACBF), memorandums of understanding are expected to be signed in 2019.

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

53. The Institute focused equally on managing its current portfolio of partners who stem from academia, international development organizations, government departments and ministries, research bodies and think tanks, regional institutions, non-governmental organizations and civil society. In line with the new strategic orientations of ECA, the Institute will be increasing its efforts to partner with the private sector.

## **G. Prospects for 2019**

54. The year 2018 was a year of repositioning for the Institute, which included the adoption of a new training catalogue that took into account key areas for member States. Furthermore, a five-year strategic framework based on comprehensive theory of change was developed to serve as a framework for the delivery of the courses of the new catalogue.

55. The year 2019 will be the first year of implementation of the five-year strategic plan with application of its theory of change and performance indicators. In that regard, as in 2018, staff development and resource mobilization will continue to be a top priority.

56. In response to the increased demands from member States, there is a need to increase both the number of in-person and online training courses. More research activities will be supported with monthly webinars. The thematic knowledge repository and research guide will also be promoted.

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