The African Development Institute

2013 Programme of Activities
Our Vision

To be regarded by Bank staff and stakeholders as the leading capacity development partner in Africa
Our Mission

To innovatively engage in capacity building, training and knowledge dissemination in Africa
The African Development Bank Group

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Acronyms

ACBF  African Building Capacity Foundation
AERC  African Economic Research Consortium
AfDB  African Development Bank
AOFO  Angola Field Office
CEDRES Centre d’Etude, de Documentation, de Recherche Economiques et Sociales
CGSP  General Services & Procurement Department
CHRM  Human Resources Management Department
CIHE  Centre for International Higher Education
CIRES Centre Ivoirien de Recherche Economique et Sociale
CIMM  Information Management & Methods Department
CPA   Country Performance Assessment
CPO   Country Programme Officer
CRES  Consortium pour la Recherche Economique et Sociale
CSO   Civil Society Organization
CSP   Country Strategy Paper
DFI   Development Finance Institution
DSF   Debt Sustainability Framework
EADI  African Development Institute
ECON  Chief Economist Complex
ECOWAS Economic Community of West African States
EDRE  Development Research Department
EPRC  Economic Policy Research Centre
ESTA  Statistics Department
EXIM Bank Korea Export-Import Bank
FFCO  Financial Control Department
FFMA  Financial Management Department
FS    Fragile States
FSI   Financial Soundness Indicators
FTRY  Treasury Department
GATT  General Assessment on Trade and Tariff
GECL  Legal Services Department
GFS   Government Finance Statistics
HEST  Higher Education, Science and Technology
ICAD  Integrity and Anti-Corruption Department
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
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<tr>
<td>ICT</td>
<td>Information Communication Technology</td>
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<tr>
<td>ILO</td>
<td>International Labour Organization</td>
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<td>IMF</td>
<td>International Monetary Fund</td>
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<td>JPA</td>
<td>Joint Partnership for Africa</td>
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<td>JICA</td>
<td>Japanese International Cooperation Agency</td>
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<td>KDI</td>
<td>Korea Development Institute</td>
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<td>KIPPRA</td>
<td>Kenya Institute for Public Policy Research &amp; Analysis</td>
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<td>KOAFEC</td>
<td>Korea-Africa Economic Cooperation</td>
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<td>KVRC</td>
<td>Knowledge and Virtual Resource Centre</td>
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<td>MDB</td>
<td>Multilateral Development Banks</td>
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<td>MDG</td>
<td>Millennium Development Goals</td>
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<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
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<td>MFI</td>
<td>Micro Finance Institution</td>
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<td>NGO</td>
<td>Non-Governmental Organisation</td>
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<tr>
<td>OECD</td>
<td>Organization for Economic Cooperation and Development</td>
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<td>OITC</td>
<td>Transport &amp; ICT Department</td>
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<td>ONEC</td>
<td>Energy, Environment &amp; Climate Change Department</td>
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<td>ONRI</td>
<td>NEPAD, Regional Integration &amp; Trade Department</td>
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<tr>
<td>Abbreviation</td>
<td>Description</td>
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<tr>
<td>PRSPs</td>
<td>Poverty Reduction Strategy Papers</td>
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<td>QNA</td>
<td>Quarterly National Accounts</td>
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<td>R-BCSP</td>
<td>Results-Based Country Strategy Paper</td>
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<td>R-BM&amp;E</td>
<td>Results-Based Monitoring and Evaluation</td>
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<td>RBS</td>
<td>Risk-Based Supervision</td>
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<td>RECs</td>
<td>Regional Economic Communities</td>
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<td>REB</td>
<td>Renewable Energy Business</td>
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<td>RMC</td>
<td>Regional Member Country</td>
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<td>SADC</td>
<td>Southern African Development Community</td>
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<tr>
<td>SAP</td>
<td>System Applications and Products for Data</td>
</tr>
<tr>
<td>SNFO</td>
<td>Senegal Regional Office</td>
</tr>
<tr>
<td>SRF</td>
<td>Standardized Report Form</td>
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<tr>
<td>TBA</td>
<td>To Be Announced</td>
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<tr>
<td>TBC</td>
<td>To Be Confirmed</td>
</tr>
<tr>
<td>TBD</td>
<td>To Be Determined</td>
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<tr>
<td>TIWRM</td>
<td>Trans-boundary &amp; Integrated Water Resources Management</td>
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<tr>
<td>UNDP</td>
<td>United Nations Development Program</td>
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<tr>
<td>UNU-INRA</td>
<td>United Nations University – Institute for Natural Resources in Africa</td>
</tr>
<tr>
<td>WB</td>
<td>World Bank</td>
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<tr>
<td>WTO</td>
<td>World Trade Organization</td>
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</tbody>
</table>
I am pleased to present the African Development Institute’s 2013 Programme of Activities for the Regional Members Countries (RMCs) and the Bank Staff.

Uncertainties across the regions from post election USA to the Chinese leadership transition as well as the reforms in the Eurozone underscore the need for RMCs to be agile and resourceful in undertaking project implementation and policy dialogue. With growth projections for Africa revised to 5.7% in 2013 from 5% in 2012, the need for continuous training and skill development cannot be overemphasized. The positive trajectory in subsaharan Africa and the expected growth after the slowdown experienced in NorthAfrica in 2012 can only be consolidated through continual learning, knowledge acquisition and usage embedded in practice. With this in mind, our training courses are designed to foster evidence-based learning in order to advance policy dialogue; strengthen private sector growth; address pivotal areas such as energy, infrastructure and climate change; enhance skills development entrepreneurial orientation; and nurture the growth of small and medium enterprises.

The training and workshop activities planned for 2013 are designed to provide a sustainable platform for African countries to share experience and learn from each other. Participants will gain useful knowledge needed to address economic and policy dialogue development in various sectors of their countries as well as learn about the challenges faced by other regions and collectively offer solutions to the different issues raised. The training provides opportunities for continuous professional development for the Bank staff as well as other participants. Hence, the courses on offer are timely, innovative and, grounded in well identified and innovative understanding of the capacity issues facing Africa.

The 2013 Programme has been particularly designed to address key economic and policy training needs on issues such as youth employment, climate change, infrastructural improvement, gender participation, and exploring innovative means of instruments for
mobilizing capital and public finance in fragile states. E-Learning features significantly in the 2013 Programme as most of the course on offer will also be available through E-Learning. The scope of the courses outlined in the brochure is rich and broad and delivered at different geographical locations throughout the continent. The courses are clearly themed to enhance real-life application, skills development and overall capability to sustain and manage Africa’s growing economies. The structuring of the African Development Institute (EADI) Programme of Activities into five thematic areas and two cross-cutting themes is very innovative. Also novel is the partnership with several other Bank departments, universities and institutions in Africa and globally.

The feedback from participants and end users from the activities of previous years indicate that the training events are helping to transform the Bank into a learning and knowledge-based institution. I am delighted to note that through these training events, the Chief Economist Complex (ECON) is contributing to building capacity for strong, sustained, inclusive and shared growth on the continent.

We look forward to an exciting and productive year and to welcoming you as participants in the EADI Programme of Activities for 2013.

Professor Mthuli Ncube
Chief Economist and
Vice President
Introduction

The year 2013 marks the continuation of Africa’s recovery from the global economic and financial crisis. As with all silver linings comes the cloudy caveat that the year 2013 presents a new set of challenges for which African countries need the requisite knowledge and skills to cope. A case in point has been the prevailing uncertainty in the past few years in the global financial markets and climate change. African economies have thus had to withstand waves of currency depreciation, regression to double-digit inflation scenarios, youth unemployment, widening income disparities, and exacerbated food insecurity.

 Providentially, the African Development Bank has, and continues to intensify its role in knowledge generation and management for purposes of building African countries’ capacity to deliver economic recovery and transformation. In tandem with these efforts, the African Development Institute will, in 2013 continue its quest to maintain the Bank Group’s commitment to build sustainable capacity in Regional Member Countries (RMCs) and at the Bank, by continuing the pursuit for excellence while innovatively implementing its programme of activities.

The first innovation will see the Institute increase its training programmes in collaboration with the Bank’s Field Offices. This will achieve the three-pronged goal of pooling resources; utilizing existing capacity; and enhancing cost effectiveness, by tapping on the increased number of Bank experts in the Field Offices localized through the decentralization process. The anticipated result is that new skills and knowledge will be easily shared with government officials and departments in a timely manner.

The second innovation this year is that training will now be provided on a thematic basis, with the five themes capturing high priority areas for Africa in terms of policy gaps and advice, as well as capacity building challenges. For the year 2013, these were identified as: Tool Kits for Disbursement, Procurement and Project/Programme Implementation; Public-Private Partnerships; Macroeconomic Policy Modeling and Forecasting; Innovative Methods of Financing Infrastructure and Regional Integration; and Start-ups, Entrepreneurship and Youth Unemployment. Two cross-cutting themes for the year were...
identified as: Gender, Economic Opportunity and Inclusive Growth; and Energy, Climate Change and the Green Revolution. And in keeping with our traditional activities, the Institute will continue to convene the Eminent Speakers series; the High-level Seminars; the African Economic Conference; and Networking with Think Tanks for Policy Dialogue. We also hope to introduce Valedictory Lectures as an innovation at the margin of this set of activities.

Last but not least of the innovations is the introduction and implementation of a triangular model of leveraging on partnerships. The apex of the triangle represents the African Development Institute, working with the ECOn complex and the rest of the Bank. The second vertex represents African universities and specialised institutes, which are part of the capacity building network for the Bank and RMCs, who will in due course consolidate their own institutional capacity. The third vertex side represents globally reputable universities and institutes, who will work with their counterparts in Africa as well as the Institute. Within the three vertices, knowledge products are generated and disseminated for each of the five themes and two cross-cutting ideas, culminating in hubs of expertise from which the Bank and RMCs can draw knowledge and advice as the need arises, in real time.

We are looking forward to fruitful partnerships internally with Bank departments, and the externally with the whole range of stakeholders comprising our clients in the RMCs; African universities and institutes; and global institutions. We work to build capacity in Africa for a better tomorrow.

Professor Victor Murinde
Director, African Development Institute
(EADI)
About The African Development Institute

Who we are…

The African Development Institute (EADI) has helped improve the effectiveness of the African Development Bank’s (AfDB) funded operations since its establishment in 1973 and through its reorientation in 1992 and 2001. 2013 will mark the Institute’s fourth year of operations as a Department. This has been achieved through a range of training programmes offered to RMCs. The EADI will continue to be the focal point for the Bank Group’s capacity development activities through: (i) the delivery of training activities on AfDB’s strategic issues; (ii) the provision of assistance, advice and guidance to Operations and Sector Departments in the design and implementation of their activities; (iii) the coordination of the Annual Meetings Seminars; (iv) the provision of knowledge dissemination services; and (v) the development of training materials (including e-learning tools) to support operations. The Institute will continue to collaborate with several organisational units within the Bank as well other sister development institutions in knowledge development and dissemination.

What we do…

Enhancing Development Effectiveness

Some of the Institute’s training activities are designed to focus on improving the design and implementation of AfDB financed operations. Special emphasis is given to fragile states that are susceptible to financial and capacity constraints and resource-rich countries that face serious capacity challenges. Project-related workshops are organized to familiarize project staff and government officials in the RMCs with AfDB’s standard procedures in project management, procurement, disbursement and audit. These workshops have proven to be excellent platforms for sharing perspectives among the AfDB staff and national project staff, resulting in greater project implementation effectiveness.

Strengthening Capacity for Policy Design and Development Management

In line with the Paris Declaration and the Accra Agenda for Action, the African Development Bank, through the Institute, aims at strengthening RMCs’ capacity to effectively design and implement their own policies while using knowledge produced in the Bank and elsewhere. The Bank also engages in policy dialogue with development partners with particular focus on macroeconomic issues.

Active Partnership for Capacity Development

The Institute actively partners with donors, development agencies, training institutions, universities, and the private sector to deliver capacity building programs. Examples include the ACBF, AERC, ILO, IMF, JICA, OECD, UNDP and the World Bank. Each agency focuses on its own areas of expertise such that optimal synergies and complementarities are achieved. The EADI has established with the IMF Institute
the Joint Partnership for Africa, through which special training courses are organized.

As part of its mandate for enhancing capacity development in regional member countries, the Institute also coordinates the programmes of the Korea-Africa Economic Cooperation (KOAFEC). In collaboration with the Korean Government, the Korea Export-Import Bank (EXIM Bank) and the Korean Development Institute (KDI), the Institute is implementing “Korea Initiative on Africa’s Development”. It is an action plan with the objective of providing regional member participants with an overview of Korea’s economic development experiences and exploring possibilities of adaptation in Africa. Areas of interest include infrastructure, human resources development, information and communication technology as well as knowledge sharing.

Other partnerships are with internationally recognized learning institutes, including Harvard Kennedy School, HEC-Paris and London School of Economics, to deliver training on emerging development issues. Finally, the Institute manages the Bank’s support for programs/projects for Africa’s capacity building institutions, including ACBF and AERC.

**Deepening the Strategic Partnerships**

In its quest for excellence and knowledge sharing, the African Development Institute will continue to deepen its strategic partnerships during 2013. Targeted institutions include: the University of Ghana, the University of Namibia, the University of Nairobi, the Cheikh Anta Diop University of Dakar, the University of Cocody-Abidjan, the University of Yaoundé II, the African Centre for Economic Transformation and the Parliamentary Centre.

**What is new...**

The Institute is launching a new model for its work programme for 2013 and beyond. The model consists of five main themes and two cross-cutting areas. The five themes are: Public Private Partnerships (PPP); Innovative Methods of Financing Infrastructure and Regional Integration; Tools for Speedy Implementation of Bank Projects and Programmes in Regional Member Countries (RMCs), including budget support, procurement and disbursement; Macroeconomic Policy Modelling and Forecasting; and Start-ups, Entrepreneurship and Youth Employment. The two cross-cutting areas are: Gender, Economic Opportunity and Inclusive Growth; and Energy, Climate Change and the Green Economy.

The modality for implementing the African Development Institute (EADI) Programme of Activities is underpinned by a triangular collaborative network of the Institute, African universities and institutes, and global universities and institutes. Knowledge products are generated by network members and used to build capacity of Bank staff, policy
In pursuit of its mandate as Africa’s premier development financing institution, the African Development Bank has also tasked itself to becoming the continent’s knowledge bank, offering its stakeholders a very much needed blend of advisory and knowledge solutions. The Bank’s strategic focus on knowledge aims to enable its staff and stakeholders experience the benefits of knowledge sharing and create a multi-dimensional process of knowledge flows. The Institute’s knowledge management activities are tasked to the Knowledge and Virtual Resource Centre (KVRC) which manages and administers information resources including current awareness profiles, electronic subscriptions and document delivery services. The Centre’s core activities are to identify, capture, store, package and share knowledge within the AfDB and with development partners and the RMCs.

KVRC also offers a wide range of activities and services related to knowledge sharing and dissemination. Some of the key knowledge activities include the showcasing of Bank knowledge flagship products during the Annual Meetings, African Economic Conference and other major international and regional events. The Centre also participates in the organization of the High Level Seminars during the AfDB’s Annual Meetings, which foster dialogue among Ministers, other top level African personalities and representatives of international organizations.

**Valedictory Lectures**

The Valedictory Lectures were introduced as a knowledge sharing forum for staff retiring from the bank. This year’s lecture was by Dr. Yogesh Vyaas, who retired as Lead Environmentalist at the Bank. The theme was “The Evolution of Environment Mainstreaming in the Bank from 1997 to 2010.”

**Eminent Speakers Series**

The Eminent Speakers Series, a special forum for sharing insights on development challenges in Africa, was launched in 2006. The program is a platform for African leaders and world renowned personalities (Africans and non-Africans) to share their views on development challenges facing the continent. To date, the following Eminent Personalities have participated in the Programme:
1. AMOAKO Kingsley Y., Former UNECA Executive Secretary
2. ATTALI Jacques, President of PlaNET Finance
3. CAMDESSUS Michel, Former IMF Managing Director
4. CHANG Ha Joon, Professor, Cambridge University
5. COLLIER Paul, Professor, Oxford University
6. DIOUF Abdou, Former President of Senegal and Secretary General of La Francophonie
7. JUMA Calestous, Professor, Harvard University
8. KAUNDA Kenneth, Former President of Zambia
9. MAATHAI Wangari (the late), Nobel Laureate, Ambassador for the Congo Basin
10. MKAPA Benjamin, Former President of Tanzania
11. MOGAE Festus, Former President of Botswana
12. OGATU Sadako, President of the Japanese International Cooperation Agency
13. SEVERINO Michel, Former CEO of Agence Française de Développement (AFD)
14. SOYINKA Wole, Nobel Laureate
15. STERN Nicholas, Professor, London School of Economics
16. STIGLITZ Joseph, Professor, Columbia University
17. WOLFENSOHN James D., Former President of the World Bank
18. KUFUOR John A., Former President of Ghana
The African Development Institute

What participants say in evaluation of our training activities...

Building “Capacities for today and tomorrow” are EADI’s watch words. This means that we have to look back on the activities we have undertaken, to find out whether they are having the desired effect. Evaluation forms are distributed during our various activities in order to allow our participants and other stakeholders provide us feedback. The questions on these forms range from appropriateness of courses, usefulness of activities, lecturers and mix of presentational methods, through to administrative arrangements. We take the feedback provided by participants very seriously as they allow us to make improvements on our programmes, which in turn helps us to serve our clients better.

The general consensus is that our activities are, indeed, building capacity of both our regional member countries and staff of the Bank Group. A few of the responses to some of the questions asked are quoted below. These responses seem to indicate that our activities have the desired effects.

On the appropriateness of the topics covered during the, the response was:

“All sections of the BPM6 have been covered and were appropriate, in view of the need for countries in the region to migrate to BPM6”.

Participant, Balance of Payment and International Investment Position Statistics Course held in Tunis from 21 November to 2 December 2011.

The response to the question relating to the mix of presentational methods was:

“The materials were good since they complemented the lectures as they presented] to us. Practicals made this workshop a success”.

Participant, Seminar on Sovereign Liability Management – Principles and Practices held in Tunis from 10 to 14 October 2011.

In order to find out the value of a workshop, a participant was asked to make a judgement on the statement “the knowledge/skills learned during the workshop will be useful in your job”.

On a scale of 1 (strongly disagree) to 5 (strongly agree); a participant marked “4”.

Participant, Regional Workshop on Public Financial Governance held in Accra from 3 to 7 October 2011.

Thus EADI is still in the business of building capacity and as testified by evaluation process, we seem to be doing it well.
## TRAINING PROGRAMME & RELATED ACTIVITIES

### THEME 1  TOOL KITS FOR FINANCIAL MANAGEMENT, DISBURSEMENT, PROCUREMENT & PROJECT / PROGRAMME IMPLEMENTATION

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<thead>
<tr>
<th>NO</th>
<th>ACTIVITY</th>
<th>VENUE</th>
<th>TENTATIVE DATE</th>
<th>PARTNER/ REQUESTING DEPT.</th>
<th>CONSISTENT WITH CDS/MTS/KMDS</th>
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<td>Results-Based Project Monitoring &amp; Evaluation</td>
<td>Cameroon 1 ToT (TBC) 1 Regional (TBC)</td>
<td>TBC</td>
<td>ORSB/ORCE/OSAN/OWAS/OSHA/OITC/ONEC</td>
<td>Yes</td>
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<tr>
<td>1.2</td>
<td>Fiduciary Clinics</td>
<td>TBC Sudan</td>
<td>All Year Round</td>
<td>FFCO/ORPF/CHRM/ORSB/ORCE/OSAN/OWAS/OSHD/OITC/ONEC</td>
<td>Yes</td>
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<td>1.4</td>
<td>ToT: Project Implementation</td>
<td>Kenya Togo Tunisia</td>
<td>Jan 22 - Feb 1 Feb. 3 - 13 June</td>
<td>EADI.1</td>
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<td>1.5</td>
<td>ToT: Continuous Professional Development (CPD) Refresher</td>
<td>Burkina Faso Mali Malawi 3rd Quarter 3rd Quarter 3rd Quarter</td>
<td>EADI.1</td>
<td>Yes</td>
<td></td>
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<td>1.6</td>
<td>Log-Frame - Bank wide</td>
<td>Tunisia Côte d’Ivoire Kenya Zimbabwe</td>
<td>TBA TBA TBA</td>
<td>EADI.1</td>
<td>Yes</td>
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<tr>
<td>1.7</td>
<td>COSTAB - FOs</td>
<td>Kenya Tunisia</td>
<td>Jan. 22 - 29 September</td>
<td>OIVP, EADI.1</td>
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<td>1.8</td>
<td>ToT: COSTAB-Log Frame</td>
<td>Rwanda Nigeria Guinea Bissau</td>
<td>TBC</td>
<td>OIVP, ORQR</td>
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<td>COSTAB For Decision Makers</td>
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<td>1.10</td>
<td>COSTAB Master Class</td>
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<td>September</td>
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<td>Yes</td>
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<td>1.11</td>
<td>COSTAB: Standardisation and Validation</td>
<td>Tunisia</td>
<td>Feb/May</td>
<td>OIVP, EADI.1</td>
<td>Yes</td>
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<td>1.12</td>
<td>OITC’s Technique and Methodologies for Project</td>
<td>Senegal</td>
<td>October</td>
<td>ONEC/OITC/ONRI</td>
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<td>1.13</td>
<td>Bank Project Cycle and other Procedures</td>
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<td>TBC</td>
<td>OIVP, EADI.1</td>
<td>Yes</td>
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<td>1.14</td>
<td>Project Implementation and Management</td>
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<td>Tunisia</td>
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<td>1.16</td>
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<td>Tunisia</td>
<td>TBC</td>
<td>EADI.1</td>
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<td>1.17</td>
<td>Fragile States Capacity Building in Project Results Monitoring, Auditing</td>
<td>Ghana</td>
<td>TBC</td>
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<td>Practical simulation: Scenario Modelling of Project Completion and</td>
<td>Tunisia</td>
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<td>Public Financial Governance and the Role of Parliamentarians</td>
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<td>2.1</td>
<td>PPP Sector: RAILWAY</td>
<td>Rwanda/Zambia</td>
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<td>OITC/OPSM</td>
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<td>PPP Sector: ROAD</td>
<td>Kenya/Senegal</td>
<td>TBC</td>
<td>OITC/OPSM</td>
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<td>PPP Sector: AIR TRANSPORT</td>
<td>Côte d’Ivoire</td>
<td>TBC</td>
<td>OITC/OPSM</td>
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<td>2.2</td>
<td>PPP Sector: Energy</td>
<td>Tanzania</td>
<td>TBC</td>
<td>OITC/OPSM</td>
<td>Yes</td>
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<td>2.3</td>
<td>PPP Sector: Regional Economics Community</td>
<td>Cameroon/TBC/Cape Verde</td>
<td>TBC</td>
<td>OITC/OPSM</td>
<td>Yes</td>
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<td>2.4</td>
<td>How to build and improve PPP processes in Government and Financial Institutions</td>
<td>DRC/Nigeria</td>
<td>TBC</td>
<td>OPSM/ORSB/OITC/OSHD/Other Sector Depts.</td>
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<td>2.5</td>
<td>Africa PPP Day for RMC (50 part)</td>
<td>South Africa</td>
<td>TBC</td>
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<td>Yes</td>
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<td>2.6</td>
<td>The Promotion of Private Sector Development by Chambers of Commerce (regional)</td>
<td>Nigeria/Burkina Faso</td>
<td>TBC</td>
<td>ORCE/OPSM</td>
<td>Yes</td>
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<td>2.7</td>
<td>Private Equity: Training on the tools, techniques, strategies and Applications of Equity Investing</td>
<td>TBC</td>
<td>TBC</td>
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<td>2.8</td>
<td>Analysis of Financial Institutions (with OPSM)</td>
<td>TBC</td>
<td>TBC</td>
<td>OPSM</td>
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## THEME 3  MACROECONOMIC POLICY MODELLING & FORECASTING

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<tr>
<td>3.1</td>
<td>Macroeconomic Management and Debt Issues</td>
<td>Tunisia</td>
<td>Feb 11 - 22, 2013</td>
<td>EADI, IMF</td>
<td>Yes</td>
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<td>3.2</td>
<td>Implementing full taxpayer self-assessment</td>
<td>Tunisia</td>
<td>Mar 25 - 28, 2013</td>
<td>EADI, IMF</td>
<td>Yes</td>
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<td>3.3</td>
<td>Macroeconomic Management and Financial Sector Issues</td>
<td>Tunisia</td>
<td>Mar 25 - Apr. 5 2013</td>
<td>EADI, IMF</td>
<td>Yes</td>
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<td>3.4</td>
<td>Corporate Governance for new DFI board members in collaboration with (SADC)</td>
<td>Namibia</td>
<td>April 23 - 26, 2013</td>
<td>EADI, SADC</td>
<td>Yes</td>
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<td>3.5</td>
<td>Public Sector Debt Statistics</td>
<td>Tunisia</td>
<td>Apr 15 - 26, 2013</td>
<td>EADI, IMF</td>
<td>Yes</td>
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<td>3.6</td>
<td>AMLCFT Methodology for the New Standard</td>
<td>Tunisia</td>
<td>May 6 - 10, 2013</td>
<td>EADI, IMF</td>
<td>Yes</td>
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<td>3.7</td>
<td>DSGE Modelling</td>
<td>Botswana</td>
<td>June 24 - 28, 2013</td>
<td>EADI, UNAM</td>
<td>Yes</td>
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<td>3.8</td>
<td>Public Finance Management in Fragile States</td>
<td>Cape Verde</td>
<td>March 2013</td>
<td>EADI</td>
<td>Yes</td>
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<td>3.9</td>
<td>Political Economy and Governance in Fragile States</td>
<td>Namibia</td>
<td>Feb. 2013</td>
<td>EADI</td>
<td>Yes</td>
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<td>3.10</td>
<td>Risk-Based Supervision, Regulation and Financial Stability</td>
<td>Tunisia</td>
<td>TBC</td>
<td>FFMA</td>
<td>Yes</td>
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<td>3.11</td>
<td>Public Expenditure &amp; Financial Accountability Framework</td>
<td>Ethiopia</td>
<td>FEB 5 - 8, 2013</td>
<td>PEFA SECRETARIAT</td>
<td>Yes</td>
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<td>3.12</td>
<td>African Econometrics Society Annual Conference 2013</td>
<td>Ghana</td>
<td>July 2013</td>
<td>EADI, AES</td>
<td>Yes</td>
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## THEME 3  MACROECONOMIC POLICY MODELLING & FORECASTING

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<tr>
<td>3.13</td>
<td>Introductory Course on Monetary and Financial Statistics</td>
<td>Tunisia</td>
<td>May 20 - 31, 2013</td>
<td>EADI, IMF</td>
<td>Yes</td>
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<td>3.14</td>
<td>Macroeconomic Management and Fiscal Policy</td>
<td>Tunisia</td>
<td>June 3 - 14, 2013</td>
<td>EADI, IMF</td>
<td>Yes</td>
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<td>3.15</td>
<td>Safeguards Assessments of Central Banks</td>
<td>Tunisia</td>
<td>July 15 - 19, 2013</td>
<td>EADI, IMF</td>
<td>Yes</td>
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<td>3.16</td>
<td>Financial soundness indicators</td>
<td>Tunisia</td>
<td>Sept. 2 - 9, 2013</td>
<td>EADI, IMF</td>
<td>Yes</td>
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<td>3.17</td>
<td>Fiscal Institutions and Fiscal Discipline</td>
<td>Tunisia</td>
<td>Sept. 2 - 9, 2013</td>
<td>EADI, IMF</td>
<td>Yes</td>
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<td>3.18</td>
<td>Flow of Funds and policy analysis</td>
<td>TBD</td>
<td>3rd Quarter</td>
<td>EADI</td>
<td>Yes</td>
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<td>3.19</td>
<td>Regulation for commodities and derivatives markets</td>
<td>Cote d’Ivoire</td>
<td>Apr 15 - 19, 2013</td>
<td>EADI, ONRI.2</td>
<td>Yes</td>
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<td>3.20</td>
<td>Macroeconomic policy for inclusive growth, employment creation, and poverty reduction</td>
<td>Ghana</td>
<td>May 13 - 17, 2013</td>
<td>EADI, PERI</td>
<td>Yes</td>
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<td>3.21</td>
<td>Networking with think tanks for policy dialogue sessions</td>
<td>Morocco</td>
<td>May/July/November</td>
<td>EADI</td>
<td>Yes</td>
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**VENUE:** Tunisia, Cote d’Ivoire, Ghana, Morocco
### THEME 4 INNOVATIVE METHODS OF FINANCING INFRASTRUCTURE & REGIONAL INTEGRATION

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<tr>
<td>4.1</td>
<td>Islamic Sukuk for Infrastructural Financing</td>
<td>Lesotho</td>
<td>Feb. 18 - 21, 2013</td>
<td>Islamic Development Bank/ONRI/EDRE</td>
<td>Yes</td>
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<tr>
<td>4.2</td>
<td>Promoting Regional Financial Integration through sound Regulation of Cross-Border Mobile Payments</td>
<td>Uganda</td>
<td>Oct. 2013</td>
<td>EADI</td>
<td>Yes</td>
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<td>4.3</td>
<td>Export Dynamics and Trade Facilitations in RECs</td>
<td>Cameroon</td>
<td>3rd Quarter</td>
<td>EADI -ONRI - WB</td>
<td>Yes</td>
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<td></td>
<td></td>
<td>Zambia</td>
<td>4th Quarter</td>
<td></td>
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<td>4.4</td>
<td>Cooperation Training Program Revenue Collection (Partnership with Tunisia)</td>
<td>Tunisia</td>
<td>4th Quarter</td>
<td>ORRU/JICA - EADI</td>
<td>Yes</td>
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<td>4.5</td>
<td>Capital Flight Reversal and development financing (APSI)</td>
<td>Senegal</td>
<td>Apr. 15 - 19, 2013</td>
<td>EADI - PERI</td>
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### THEME 5 START-UPS, ENTREPRENEURSHIP & YOUTH EMPLOYMENT

<table>
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<tbody>
<tr>
<td>5.1</td>
<td>Enhancing the Delivery Capacity of RMC’s National Programmes for Youth Employment in Africa</td>
<td>TBC Bénin</td>
<td>Oct 21 - 25 Dec. 2 - 6</td>
<td>NTFC</td>
<td>Yes</td>
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<tr>
<td>5.2</td>
<td>Science, Technology and Innovation for Enhancing Growth of Indigenous Entrepreneurship in Africa</td>
<td>Cote d’Ivoire Nigeria</td>
<td>TBC</td>
<td>NTFC</td>
<td>Yes</td>
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<td>5.3</td>
<td>The Role of Vocational Education and Skills Development in Economic Transformation</td>
<td>Kenya</td>
<td>Mar. 12 - 13</td>
<td>Harvard/ ACET</td>
<td>Yes</td>
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<td>5.4</td>
<td>African Official Training Program on SME Policies</td>
<td>KOREA CONGO GHANA</td>
<td>TBC</td>
<td>KOAFE - EADI</td>
<td>Yes</td>
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<td>5.5</td>
<td>E-Government</td>
<td>North Africa (Tunisia)</td>
<td>Oct. 2013</td>
<td>KOAFEC- EADI</td>
<td>Yes</td>
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<td>5.6</td>
<td>E-Government Regional workshop for North /EAST Region</td>
<td>TBC</td>
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<td>5.7</td>
<td>SME Assessment toolkits for African Financial Institutions</td>
<td>TBC</td>
<td>TBC</td>
<td>EADI - OPSM.4</td>
<td>Yes</td>
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<td>5.8</td>
<td>Policy Dimension of the sustainability of microfinance institutions including SACCOs</td>
<td>TBC</td>
<td>TBC</td>
<td>EADI - MFWA</td>
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<td>5.9</td>
<td>SMEs doing Business across borders</td>
<td>Mauritius Namibia Egypt</td>
<td>TBC</td>
<td>International Trade Center</td>
<td>Yes</td>
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### CROSS CUTTING THEME 1  GENDER, ECONOMIC OPPORTUNITY & INCLUSIVE GROWTH

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<tr>
<td>CC1.1</td>
<td>Gender and Economic Analysis</td>
<td>South Africa</td>
<td>Feb. 18 - 23, 2013</td>
<td>EADI</td>
<td>Yes</td>
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<td>CC1.2</td>
<td>Gender Asset Gap in Ghana: Collecting and Analysing individual Asset Ownership Data</td>
<td>Ghana</td>
<td>July 22 - 25, 2013</td>
<td>ESTA/EDRE/ORQR</td>
<td>Yes</td>
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<tr>
<td>CC1.3</td>
<td>Integrating Gender Equality in Public Financial Management: Challenges and Best Practices</td>
<td>Cote d’Ivoire</td>
<td>February</td>
<td>EADI</td>
<td>Yes</td>
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<tr>
<td>CC1.4</td>
<td>Integration of Gender into Macroeconomics, Trade, and Finance and Implications for Policymaking</td>
<td>TBC</td>
<td>TBC</td>
<td>EADI</td>
<td>Yes</td>
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<td>CC1.5</td>
<td>African Congress for Women Entrepreneurs</td>
<td>Egypt</td>
<td>Apr. 23 - 25</td>
<td>EADI.2; AfroArabMediterranean Congress for Business and Professional Women</td>
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## CROSS CUTTING THEME 2  ENERGY, CLIMATE CHANGE & THE GREEN ECONOMY

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<tr>
<td>CC2.1</td>
<td>Adaptation for Climate Change in Project Identification and Implementation</td>
<td>Gabon</td>
<td>3rd Quarter</td>
<td>EADI</td>
<td>Yes</td>
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<td>CC2.2</td>
<td>Climate Change Adaptation for Agricultural and Natural Resources</td>
<td>TBD</td>
<td>TBD</td>
<td>OSAN</td>
<td>Yes</td>
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<td>CC2.3</td>
<td>Building Water Resources Resilience for Sustainale Development</td>
<td>TBD</td>
<td>TBD</td>
<td>OWAS</td>
<td>Yes</td>
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<td>CC2.4</td>
<td>Climate Change and Human Development (In collaboration with University of Bradford)</td>
<td>TBD</td>
<td>TBD</td>
<td>University of Bradford</td>
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## OTHER CAPACITY DEVELOPMENT ACTIVITIES

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<tr>
<td>1</td>
<td>Valedictory lectures</td>
<td>Tunisia</td>
<td>TBC</td>
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<td>2</td>
<td>Eminent Speakers</td>
<td>Tunisia</td>
<td>TBC</td>
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<td>Speaker 1</td>
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<td>African Economic Conference, 2013</td>
<td>TBC</td>
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<td>EADI.2</td>
<td>Yes</td>
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<td>4</td>
<td>Policy debate of building Capacity for innovation led growth</td>
<td>Kenya</td>
<td>November</td>
<td>EADI.2</td>
<td>Yes</td>
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<td>5</td>
<td>Annual Meetings High Level Seminars</td>
<td>Morocco</td>
<td>May</td>
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<td>6</td>
<td>Knowledge Management Training Course for Bank Staff and RMCs</td>
<td>South Africa</td>
<td>Feb</td>
<td>EADI.3</td>
<td>Yes</td>
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<td></td>
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<td>Kenya</td>
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<td>Senegal</td>
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<td>Mozambique</td>
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<td>Tunisia</td>
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<td>Knowledge including Capacity Development Strategy</td>
<td>South Africa</td>
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<tr>
<td>8.</td>
<td>Seminar on E-Learning in collaboration with the World Bank Institute</td>
<td>Tunisia</td>
<td>1st Quarter</td>
<td>WORLD BANK</td>
<td>Yes</td>
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<td>9.</td>
<td>E-Learning Fundamentals for RMC</td>
<td>Ghana Gabon</td>
<td>2nd Quarter 1st Quarter</td>
<td>EADI.3</td>
<td>Yes</td>
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<td>10.</td>
<td>Integrating ICT into Learning</td>
<td>Tanzania; South Africa; Senegal; Tunisia</td>
<td>1st Quarter 4th Quarter 1st Quarter 4th Quarter</td>
<td>EADI.3</td>
<td>Yes</td>
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<td>11.</td>
<td>Designing and Implementing an E-Learning Course</td>
<td>Cameroon</td>
<td>2nd Quarter</td>
<td>EADI.3</td>
<td>Yes</td>
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<td>12.</td>
<td>Special Session E-Learning Africa 2013</td>
<td>South Africa</td>
<td>TBA</td>
<td>EADI.3, ICWE GmGH, ASSOCIATION OF AFRICAN UNIVERSITIES, AFRICAN VIRTUAL UNIVERSITY</td>
<td>Yes</td>
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<td>13.</td>
<td>Capacity Development Week</td>
<td>Tunisia</td>
<td>Sept.</td>
<td>EADI.3</td>
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Theme 1: Tool kits for financial management, disbursement, procurement and project/programme implementation

Why does it sometimes take up to 21 months from the time of approval of an AfDB project to the start of actual implementation on the ground? Why are some AfDB projects and
programmes not completed on time and within budget? There may be many answers, but capacity development is at the core of some of these reasons. This background informs the training activities under this theme which target RMCs and assist them in understanding the procedures, rules and regulations of the Bank Group. Beneficiaries of AfDB funds are guided in their activities to ensure the successful implementation of programmes and projects.

Results-based project monitoring and evaluation

Target Audience: RMC officials, Project Implementation Unit officials, Officials from the supervisory Ministries, Project Task Managers in the ADB Field Offices and Headquarters.

Qualifications: Bachelor’s/Master’s Degree in Economics or related fields. Participants’ profiles will be at the level of Project Managers, Monitoring and Evaluation (M&E) Specialists, and will include senior government officials in the positions of Deputy Director or its equivalent. The number of projects and participants will eventually be jointly determined by EADI, Country Offices and Project Task Managers.

Description: Management for results requires governments to have the capacity to monitor, measure, and evaluate the performance of public programmes. However these capacities are extremely weak in many governments, acting as stumbling blocks to the effective management of public programmes and therefore achievement of results.

The workshop will provide a platform for examining the use of Results Based Project Monitoring and Evaluation strategies in AfDB-assisted operations, thereby promoting improvement in the results of projects. It will
provide opportunities for PIU staff, ADB Task Managers and supervisory officials from the ministries to learn the application of modern M&E tools for checking, tracking, reporting and assessing the activities and performances of projects.

The output expected from the workshop is the improvement in the capacity of PIUs officials to monitor and report in a timely manner on activities carried out in line with plans and targets of projects. The workshop will also provide opportunities for PIU officials to discuss and share experiences on the challenges facing their projects.

**Fiduciary clinics**

**Language:** French  
**Date:** All year round  
**Venue:** TBC

**Language:** English  
**Date:** All year round  
**Venue:** TBC

**Venue:** TBC  
**Language:** Portuguese  
**Date:** All year round

**Target Audience:** Project Implementation Unit (PIU) officials, project disbursement and financial management experts, project procurement experts, project managers, country disbursement and financial management supervisors, country procurement supervisors and any other interested persons involved in procurement, disbursement and financial management business at Ministries’ levels.

**Stage One**
- Discussion of issues related to the use of the AfDB’s procurement, financial management and disbursement policies, rules, procedures and practices;
- Discussion on the use of national regulatory and institutional systems and procedures;
- Examination of new developments and challenges faced in applying national procedures in the implementation of AfDB-financed projects; and
- Prioritization and proposal of a yearly tailor-made fiduciary clinic training programme.

**Stage Two**
- Presentation on Bank’s key requirements and new development on policies and procedures;
- Presentation on specific rules and procedures regarding identified specific disbursement and financial management issues;
- Sharing experience on similar issues already faced by other projects;
- Concrete case studies, including on-going procurement processes linked to prior review process, and
- Follow-up on implementation of requirements such as preparation of disbursement plans and implementation of previous supervision missions’ recommendations.

**Project Performance Enhancement Tools (2PET)**

- **Language:** French
- **Date:** TBC
- **Venue:** Congo Basin (DRC)

**Language:** Lusophone
**Date:** TBC
**Venue:** Mozambique

**Language:** English
**Date:** March 11 - 15, 2013
**Venue:** Uganda

**Language:** English
**Date:** TBC
**Venue:** Nigeria

**Target Audience:** Project Implementation Unit (PIU) officials. The other participants are the supervisory Ministries officials, Projects Task Managers in the ADB Field Offices and Headquarters. Participating Ministries’ officials will be of a senior level, not below the position of a Deputy Director or equivalent.

**Qualifications:** The projects to be examined at the workshop are those which are in the categories of problematic or potentially problematic. The number of projects selected for investigation will not exceed six. The final list will eventually be jointly determined by EADI, Country Offices and Project Task Managers.

**Description:** The workshop will provide a platform for examining strategies to improve
performances of problematic and potentially problematic projects. It will provide opportunities for all stakeholders in the project to meet and agree on time bound activities to address constraints facing their projects and plan the way forward for immediate results.

The methodology is designed by the Institute to address the challenges of problems of non-performing projects. It rallies stakeholders around agreed goals and priorities, short-term measurable targets, and a framework for tracking implementation progress. The methodology promotes large-scale change efforts through a series of results-producing and timely initiatives. Also it ensures that activities are linked to end results; and reduce hidden risks inherent in long-term strategies.

By the close of the workshop, PIU officials and other stakeholders are expected to have undertaken an in-depth analysis of the problems of their projects, deliberated and agreed on short-term momentum-building actions which will be monitored and eventually rolled over into the next phase of activities.

**Project implementation**

- **Language:** English
- **Date:** Jan. 22 - Feb 1
- **Venue:** Kenya
### Capacities for today and tomorrow

**Language:** French  
**Date:** Feb. 3 - 13  
**Venue:** Togo

**Target audience:** The workshop is designed for project managers, procurement and disbursement officers as well as those involved in financial management of Bank-funded projects.

**Qualifications:** Participants must have a solid experience in procurement or in disbursement and financial management. They must be involved in management of Bank-funded projects.

**Description:** The main objective of the workshop is to provide trainers with relevant policies and procedures of the Bank. They should be able to have an in-depth knowledge of the Bank’s project cycle; apply the Bank’s rules and procedures to procurement and loans disbursement and financial management; ensure cautious and transparent management of project’s financial resources.

As part of the medium-term strategy for the TOT program, “Trainers Guide” will be prepared to inform and educate New Entrants into the Bank’s Trainers’ corps, and to serve to refresh minds of Veterans.

### Continuous professional development (cpd) refresher

**Language:** French  
**Date:** 3rd Quarter  
**Venue:** Burkina Faso

**Language:** Bilingual  
**Date:** June  
**Venue:** Tunis

**Language:** French  
**Date:** 3rd Quarter  
**Venue:** Mali

**Language:** English
Date: 3rd Quarter
Venue: Malawi

Target Audience: AfDB staff.

Description: This training will offer specially designed courses and workshops to update and refresh as well as encompass the core business skills and the latest theory and practice.

Log-frame - bank wide (ATR)
Language: French

Date: TBC
Venue: Tunis

Language: English

Date: TBC
Venue: Kenya

Language: French

Date: TBC
Venue: Cote d'Ivoire

Language: English

Date: TBC
Venue: Zimbabwe

Target Audience: RMC officials, AfDB staff.

Qualifications: Masters’ Degree.

Description: This training will be for RMC officials and Bank Staff on the Project Logical Framework, also called Methodology for Project design and Evaluation (MPDE) to help the design team to focus on the various cause and effect relationships among objectives, outputs and activities for a better project formulation. This will help improve on design in order to achieve the desired results.

COSTAB

Costab is a software used to prepare, organize and analyse project costs. This series of trainings is aimed at intimating the Field officers, Decision Makers and Master class on how to effectively use the software for improved costing and project implementation especially as it can track changes in project costs due to monetary fluctuations, changes in taxes and other contingencies. The training
content will include an overview of COSTAB; examples that demonstrate how to calculate costs for simple projects; alternative methods for entering detailed costs and how to deal with financing, procurement and loan allocation; using data collected to demonstrate how to print all COSTAB tables.

**COSTAB-LOG FRAME**

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**Costab for decision makers**

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<td>English</td>
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**Target Audience:** RMC officials; AfDB staff.

**Qualifications:** Bachelor’s/Master’s Degree.
Description: The objective of the course is to address developmental challenges of the Bank's RMCs which are constantly changing as a natural result of ever changing global geo-political and socio-economic global trends. This has its impact on the way the Bank does business and the approaches it follows to address its developmental mandate. For the Bank’s Transport & ICT Department (OITC) this impact has been very apparent in the field of Transport and ICT, where increasing challenges are continuously coming into the picture, be it regional integration, urbanisation, establishment of multimodal systems, climate change, social integration, inclusive growth, etc. To the task Manager, this filters down to the need to improve appraisal techniques to be able to better design the packaging of projects in a manner that increase aid effectiveness and maximises the impact of AFDB-financed projects.

OITC’s Techniques and methodologies for project appraisal

Target Audience: RMC officials; AfDB staff.
Qualifications: Bachelor's/Master's Degree.

Language: English
Date: Oct.
Venue: Kenya

Target Audience: AfDB Task Managers.
Qualifications: Master’s Degree.
Bank project cycle and other procedures

Language: English and French
Date: TBC
Venue: TBC

Target Audience: RMC Officials, Bank Staff.

Description: The objective of this course is to develop capacity in the following areas: operations elaboration; project portfolio management; results based management; procurement and disbursement procedures; financial management in project implementation and project identification.

Project implementation and management

Language: English and French
Date: TBC
Venue: TBC

Target Audience: The workshop is designed to train project managers, procurement and disbursement officers as well as those involved in financial management of Bank-funded projects.

Qualification: Participants must have a solid experience in procurement or in disbursement and financial management. They must be involved in management of Bank-funded projects.

Description: The objective of the course is to familiarize officials in charge of project implementation and management agencies with the relevant policies and procedures of the Bank. At the end the project managers would be able to understand the framework for managing and mastering the Bank’s project cycle; apply the Bank’s rules and procedures to procurement and loans disbursement and financial management; ensure cautious and transparent management of project’s financial resources; and raise disbursement rate on-going Bank funded projects as well as enhance the country’s visibility.

The workshop consists of the following modules: overview of project management; ADB project management cycle; project implementation issues; project management; procurement rules and procedures; disbursement rules and procedures; and project accounting and reporting.

Strategic framework for implementation of the results agenda

Language: English
Date: TBC
Venue: Botswana

Language: French
Date: TBC
Venue: Tunis

Target Audience: Project Implementation Unit
officials, Project task managers, and supervisory ministry officials

**Qualification:** Project Managers, M&E Specialists and senior officials from Supervisory Ministries.

**Description:** The AfDB is committed to the results agenda and views this as an essential tool to enhance the planning cycle; periodic performance monitoring and fostering organizational learning. This workshop will aim to familiarize participants with the streamlined results reporting mechanism. It will provide a platform for examining the use of R-BM&E strategies in Bank assisted operations, thereby promoting improvement of results from projects. It will also provide an opportunity for PIU, ADB Task Managers and Supervisory officials from the Ministries to learn the application of modern M&E tools for checking, tracking, reporting and assessing the activities and performances of projects.

**Public financial management**

**Language:** English  
**Date:** TBC  
**Venue:** Egypt

**Language:** French  
**Date:** TBC  
**Venue:** Tunis

**Target Audience:** RMC Officials, AfDB Staff.

**Qualification:** Bachelor’s/Master’s Degree.

**Description:** The objective of this training is to provide an overview of general concepts, suggest the rationale and objectives of financial management which will lead to a sustainable, efficient, effective and transparent management of public funds.

**Fragile states capacity building in project results monitoring, auditing and procurement**

**Language:** English  
**Date:** TBC  
**Venue:** Ghana

**Language:** French  
**Date:** TBC  
**Venue:** Guinea
Target Audience: Project teams: Project execution agencies, staff including Financial/Accounts officers, Procurement Officers, Project M&E Team, Sector Ministries, Executive Officers and Directors and counterpart Ministry staff.

Qualifications: Bachelor’s/Master’s Degree.

Description: The objective of the course is to familiarize participants with various project monitoring and evaluation systems and tools that focus on project results, on the regulated approach of the African Development Bank. The course proposes participatory learning methods. Each session commences with an overview of the rules, policies, best practices and/or theory of the subject in question, and is then followed by case studies, group discussion and exercises. The course should offer participants a capacity development package both in a conceptual framework and practical skill development in the particular context of fragile states.

Practical simulation: scenario modelling of project completion and implementation assumption

Language: English
Date: TBC
Venue: TBC

Language: French
Date: TBC
Venue: TBC

Target Audience: Bank Staff from both Private and Public Sector Operations, RMC Officials in charge of PPP based projects.

Qualifications: Bachelor’s/Master’s Degree.

Description: This is a specifically designed and developed activity for capacity development through which various skills can
be acquired in project based situations to improve awareness of key decision making nodes that addresses issues of project design, finance, political-economy, implementation factors, and awareness of project management skills. It is essentially an imitation of real-life process through a virtual and computer mediated environment to provide a lifelike experience. Simulation would focus on the workings of the sectors as well as specialized operational process as necessary and relevant to successful project implementation.

Public financial governance and the role of parliamentarians

Language: French
Date: TBC
Venue: TBC

Language: English
Date: TBC
Venue: TBC

Target Audience: RMC Officials from Ministries of Finance, Planning and Justice as well as African Parliamentarians.

Qualifications: Master’s Degree.
Description: The course will discuss public financial management which is a critical component of economic governance. The strengthening of good governance is now universally recognized as of critical for development. Aid effectiveness depends largely on building institutional and administrative capacity in general and public financial management in particular. The role of parliamentarians in promoting good governance needs to be closely examined with their legislative and oversight functions over financial accountability and fiscal responsibility.

Theme 2: Public private-partnerships

While the public sector has delivered reasonably well in providing public goods in many Africa countries, the role of the private sector cannot be underestimated. But, what is appealing is that both the private and public sectors can synergize to deliver in specific areas where they both deliver more valuable outcomes than each sector in isolation. However, when African countries are faced with opportunities for PPP, the challenge is to get access to the right capabilities to translate plans into action and to be able to distinguish between the lemon and the orange.

Under this theme, training will focus on PPP techniques and processes required for expert management in key infrastructure projects, including railways, roads, energy, telecommunications, water and sewerage. The expertise and resource hub for PPP will be created for this theme; the hub should be accessed by public servants and regional communities in infrastructure projects, and chambers of commerce who are involved in the development of SMEs.

PPP SECTOR: RAILWAY

Language: French
Date: TBC
Venue: Gabon

Language: English
Date: TBC
Venue: Kenya

Target Audience: RMCs and AfDB infrastructure specialists.

Qualifications: Bachelor’s/Master’s Degree.
Description: The objective is to better design, manage, implement and operate PPP infrastructure. Additionally, improved awareness of project preparation challenges and risk mitigation issues on the ground is expected to translate into more efficient procurement methodologies, more conducive to private sector investment.

Target Audience: RMCs and AfDB infrastructure specialists.

Qualifications: Bachelor’s/Master’s Degree.

PPP SECTOR: ROAD

Language: French
Date: TBC
Venue: Dakar

Language: English
Date: TBC
Venue: Egypt

PPP SECTOR: AIR TRANSPORT

Language: Bilingual
Date: TBC
Venue: Cote d’Ivoire
Target Audience: RMCs and AfDB infrastructure specialists.

Qualifications: Bachelor’s/Master’s Degree.

Description: The objective is to better design, manage, implement and operate PPP infrastructure. Additionally, improved awareness of project preparation challenges and risk mitigation issues on the ground is expected to translate into more efficient procurement methodologies, more conducive to private sector investment.

PPP SECTOR: ENERGY

Language: BILINGUAL
Date: TBC
Venue: Nigeria

Target Audience: REC energy specialists and those of other stakeholders.

Qualifications: Master’s Degree.

PPP SECTOR: Regional economics community

Language: French
Date: TBC
Venue: TBC

Language: English
Date: TBC
Venue: TBC
Language: Lusophone  
Date: TBC  
Venue: Cape Verde

Target Audience: Economists; Field Office staff, Investment Officers, RMCs’ Ministries of Finance, Planning, Economy, Infrastructure, Chambers of Commerce and RECs.

Qualifications: Bachelor’s/Master’s Degree.

Description: The twin objectives of the course are: i) to develop capacity and knowledge in Ministries in charge of PPP project elaboration, negotiation and implementation (including institutional aspects), and ii) assist Chambers of Commerce in providing them the necessary training and best practices so as to set them at international standards, to efficiently assume their roles. This regional workshop will provide crucial training on the development of the private sector within the RECs as being developed by the Bank Group’s relevant Departments.

How to build and improve PPP processes in government and financial institutions

Language: French  
Date: TBC  
Venue: TBC

Language: English  
Date: TBC  
Venue: TBC

Language: Lusophone  
Date: TBC  
Venue: TBC

Target Audience: ADB staff as well as RMC policy makers and officers involved in PPP.

Qualifications: Bachelor's/Master's Degree.

Description: The objective of the workshop is to equip RMC officials and AfDB staff with knowledge and skills on how to build, improve and optimize PPP processes both in RMCs and within the ADB. The workshop recognizes the recent growth in PPP activity in Africa and the need for African governments and the private sector to acquire the necessary skills and information to support the growth.
Africa PPP day for RMC

Language: English and French
Date: 3rd Quarter
Venue: South Africa

Target Audience: PPP Professionals in RMCs.

Qualifications: Bachelors/Master's Degree.

Description: The Africa PPP day will comprise of a series of workshops aimed at having a common understanding of PPPs, correcting the misalignment of expectations as well as harmonization of vocabularies which have led to ill-prepared and poorly executed projects. This will ultimately lead to improving the quality of execution of PPP projects around the world. It will also serve as a platform to discuss matters including among others; Project Management role at the Pre Inception and Feasibility; Project Management Role during the Procurement process; Project Management Role at Delivery and Exit state.

The promotion of private sector development by chambers of commerce

Language: French
Date: TBC
Venue: TBC

Target Audience: Key Associations operating in the sector showing growth potential identified in the country development strategy.

Qualifications: Bachelor's.

Description: The objective is to develop and manage an SME association, to improve outreach, attain a self-sustainability level, develop advocacy and make better use of a chamber of commerce, which can play a crucial role in the development of SMEs.

Private equity: training on the tools, techniques, strategies and applications of equity investment

Language: Bilingual
Date: TBC
Venue: TBC

Target Audience: AfDB staff.

Qualifications: Bachelor's/Master's Degree.

Description: This course will focus on the practical aspects of private equity. The course will dispel many of the prejudices and misconceptions about private equity, it will also present a balanced account of the objections currently being raised against private equity. It will include a complete guide to the tools, techniques, strategies and applications of private equity investing. It will include sessions on Private Equity within a modern investment portfolio; changing views of risk; How private
Theme 3: Macroeconomic policy modelling and forecasting

The EADI plans to offer appropriate training in macroeconomic policy modelling and forecasting with a view to equipping AfDB staff and policy analysts in the RMCs with the tools and skills for undertaking rigorous analysis of the critical economic challenges in Africa. Simulation and forecasting techniques enable the analyst to explore several policy options by looking at alternative policy scenarios and their likely impact on addressing an economic challenge, such as the recent resurge in double digit inflation and currency depreciation in some African countries. Moreover, these workshops recognise that there are different modelling approaches, such that the policy analyst has to choose the appropriate modelling approach depending on the economic problem at hand. It is hoped that these workshops will help build networks for macroeconomic policy modelling and forecasting in Africa, involving AfDB staff, Central banks, Ministry of Finance officials, universities and the private sector.

Some of the workshops in this theme will be implemented in collaboration with the International Monetary Fund (IMF) under the Joint Partnership for Africa.

Language: Bilingual
Date: February 11 - 22
Venue: Tunis

Target Audience: Mid- to senior-level officials primarily in ministries such as finance, economy, and planning, or in central banks, who provide advice on macroeconomic and financial policy or who are involved in policy implementation.

Qualifications: Applicants are expected to have an advanced degree in economics or equivalent experience, along with proficiency in the use of spreadsheets.

Description: The course (convened under the JPA) aims at extending participants’ understanding of the design and implementation of macroeconomic and financial policies, drawing on the IMF’s experience in economic surveillance, the design of financial programmes, and the provision of technical assistance.
advice to member countries. The course covers:

• the principal features of the different accounts used in macroeconomic analysis (i.e., the national income, balance of payments, fiscal, and monetary accounts), the interrelations among these accounts, and forecasting methods for each sector;

• the diagnosis of macroeconomic performance and analysis of the effects of macroeconomic and structural policies on the main variables of interest to policymakers, including output, prices, and the balance of payments; and

• the preparation of a macroeconomic policy program.

The course material is presented in a framework that emphasizes the complementarity of macroeconomic stabilization policies and structural reforms and the importance of policy coordination for sustained growth. The course includes a series of workshops in which participants are divided into groups, under the guidance of counsellors, to develop sectoral forecasts and prepare macroeconomic policy programmes for a case study country. Selected macroeconomic and structural adjustment programs implemented by member countries are used to illustrate how policies can be adapted to changing economic circumstances.

Implementing full taxpayer self-assessment

Language: English and French
Date: March 25 - 28, 2013
Venue: Tunis

Target audience: Senior tax administration officials.

Qualifications: Participants should have significant experience in Tax Administration.

Description: This four-day course, presented in collaboration with the IMF’s Fiscal Affairs Department, provides a self-assessment approach that accepts the reality that no tax administration has, or ever will have, sufficient resources to determine the correct liability of every taxpayer. In this regard, there has been,
The African Development Institute

over the last two decades, a move towards self-assessment and away from administrative assessment practices (which typically requires examination of all or most tax returns by tax officials). This course takes stock on the status of, and explores, examines, and understands the impediments to embedding successful self-assessment in SSA countries.

Macroeconomic management and financial sector

Language: English and French
Dates: March 25 – April 5, 2013
Venue: Tunis

Target Audience: Mid- and senior-level officials involved in formulation and implementation of policies for the financial sector or interaction of these policies with macroeconomic management.

Qualifications: Participants should have an advanced degree in economics or equivalent experience.

Description: This course in collaboration with the IMF’s Institute for Capacity Development, examines the policy dilemmas confronting authorities in developing and emerging market economies, and the options available to policymakers, with special attention to how financial sector issues interact with macroeconomic management. The course covers a number of key macroeconomic topics, such as stabilization and growth, fiscal and external debt sustainability, frameworks for monetary policy, choice of the exchange rate regime, and international capital flows. It also addresses financial sector topics, such as the role of the financial sector in the economy, the relationship between financial fragility and macroeconomic stability, financial sector policies, and policies to address financial crises. The course content is differentiated to better address issues relevant to different regions. Participants are expected to engage in discussions throughout the course and are divided into small groups, under the direction of counselors, to conduct workshop exercises aimed at solidifying their understanding of the lecture materials. Participants may also be asked to make
presentations on key policy issues of interest in their countries.

**Macroeconomic Forecasting**

**Language:** English and French  
**Date:** July 25 - 27  
**Venue:** Uganda  

**Target Audience:** RMCs and AfDB Economists.

**Qualification:** Master’s and PhD Degrees.

**Description:** Macroeconomic forecasts are used extensively in industry and government. The course reviews the different approaches to producing and evaluating macroeconomic forecasts. Issues to be discussed include the comparative accuracy of macro econometric models, whether the forecasting record has improved over time, the rationality of macroeconomic forecasts and how a forecasting service should be chosen. The role of judgement in producing the forecasts is also considered where the evidence unequivocally favours such interventions.

**Corporate governance for new dfi board members**

**Language:** English  
**Dates:** April 23 - 26  
**Venue:** Namibia  

**Target Audience:** Serving board members (Board Chairs, Vice Board Chairs, Committee Chairs and ordinary members) of development finance institutions or similar financial institutions. Preferably, with 2-3 years’ experience in any other board.

**Qualifications:** Bachelor’s/Master’s Degree.

**Description:** The purpose of this training is to enhance the understanding of the concept and relevance of good corporate governance in the context of Development Finance Institutions and their challenges in Africa, and to strengthen the skills of board members by equipping them with the knowledge of functions, critical skills and role of a director on a board in a development finance institution. This workshop goes beyond generic issues of corporate governance and deals with issues and challenges germane to development finance and related financial institutions, such as strategy management, risk management and key performance indicators.
Public sector debt statistics

Language: English and French
Dates: April 15 – 26, 2013
Venue: Tunis

Target Audience: Officials whose main responsibility is compiling public sector debt statistics

Qualifications: Participants should have a degree in economics, statistics, or equivalent experience.

Description: This workshop (convened under the JPA) focuses on the conceptual framework of public sector Debt Statistics Guide, as well as on the practical aspects of public sector debt data compilation. Basic concepts, accounting principles, and detailed classifications are dealt with in the context of the methodology that is harmonized with the government finance statistics and system of national accounts. The workshop examines a coverage and accounting rules of the public sector debt statistics framework, valuation, classification, selected methodological issues, and the sources and methods used for compiling the statistics. It also covers debt data reporting to the IMF and World Bank. The workshop is organized around a series of case studies.

AML/CFT methodology for the new standard

Language: English and French
Dates: May 6 – 10, 2013
Venue: Tunis

Target Audience: Officials responsible for AML/CFT matters.

Qualifications: Participants should have AML/CFT experience.

Description: This workshop is aimed at describing and explaining the requirements of the revised AML/CFT international standard and the measures that need to be implemented by countries to bring their AML/CFT regimes in line with the revised FATF Recommendations. The course is designed for government officials involved in the AML/CFT frameworks of their countries. The workshop will involve government officials in practical and hands-on exercises designed to enhance their ability to effectively implement the new international requirements within their countries’ AML/CFT legal, supervisory, and institutional frameworks.

DSGE Modelling

Language: English
Date: June 24 - 28, 2013
Venue: Botswana

Language: French
Date: Sept. 23 - 27, 2013
Venue: Morocco

Target Audience: AfDB and RMC Economists.
Qualifications: Mid- to senior-level officials involved in the macroeconomic analysis of monetary and fiscal policy issues with dynamic stochastic general equilibrium (DSG) models.

Description: This 5 day introductory course for those with little or no previous knowledge on how to specify, estimate, run and use a dynamic stochastic general equilibrium models. The course is aimed at giving a solid background of the main techniques involved in building and employing the dynamics models. The intention is to make participants 'sophisticated consumers’ and users of the dynamic model and to provide an indepth framework and knowledge within which to share their discussions and make use of the DSG models.

By the end of the course participants should:

- Understand the economic foundations of dynamic models and how they relate to current policy issues;
- Be able to write dynamic models in a general form suitable for solution and simulation by computer;
- Implement basic solution and simulation techniques to analyse dynamic models, showing how the model economies behave and how they respond to different shocks;
- Be aware of how to extend simple models to answer more complex questions associated with monetary policy;
- Feel confident in discussing model-based analysis, evaluating the strength of models used and engaging in conversation with people building economic models.

Regional workshop on public finance management in fragile states

Language: French
Date: March 2013 (5 days)
Venue: Cape Verde

Target Audience: AfDB and RMC Economists.

Qualification: Master’s Degree.

Description: The objective of this workshop is to determine the strategies to adopt as well as elaborate the challenges of public finance management by laying particular emphasis on special circumstances of fragile states. The workshop will further seek to define basic principles and international practices in budgeting with emphasis on the difficult conditions in fragile states; identify implications as well as suggest practical ways of improving the budget process in these
states; the creation of an enabling environment for the participants to exchange pertinent ideas.

Political economy and governance in fragile states

Language: English
Date: February 2013
Venue: Namibia

Target Audience: The seminar will target the AfDB staff and CSOs.

Qualifications: Bachelor’s Degree.

Description: The course will facilitate learning and guided reflection on these critical issues. It will bring together mid-career, senior professionals and Bank staff for one week training in English. The participants will engage in a participatory learning experience that combines lectures with small group discussions and exercises. The course will cover the following sessions: (i) The Challenges of Fragility and the African Development Bank Engagement in Fragile States; (ii) Designing and Implementing Bank Projects in Fragile States; (iii) Conflict Analysis; (iv) Political Economy Overview; (v) Key Messages from the African development Bank’s Engagement Strategy; (vi) Transforming Institutions: Moving towards institutional resilience; (vii) Legitimacy and Its Discontents; and (viii) Governmental Capacity Building and Public Administration Reform.

Risk management for central banks and financial stability

Language: English and French
Date: TBC
Venue: Tunisia

Target Audience: AfDB staff; Central Bank Staff or Regulators; RMCs; Commercial Bank Managers.

Qualifications: Master’s Degree.

Description: An important lesson from the recent financial crises, bank fragility and risk contagion is that bank regulation and supervision cannot be taken lightly. Bank regulation and supervision in Africa has evolved from Basel I to Basel II and is now at the crossroads, in terms of whether the next step should be Basel III or other possible versions of previous regulatory frameworks. This workshop aims to take stock of the status of bank regulation in Africa and to explore the way forward, given the challenges presented by Basel III.

Public expenditure & financial accountability framework for francophone africa
Capacities for today and tomorrow

Language: French
Date: Feb 5 - 8, 2013
Venue: Ethiopia

Target Audience: Middle and Senior level public officers.

Qualifications: A solid knowledge and/or experience in Accounting and Public Finance Management are required.

Description: Poor public sector capacity, especially in macroeconomic management and the promotion of good governance, continues to be a critical constraint to enhancing the prospects for long-term growth and poverty reduction in African countries. The purpose of the workshop is to deepen understanding of good governance practices in financial management and the respective roles of the various stakeholders. The workshop will focus, in particular, on best practices in budget planning and preparation, government accounting, internal controls, public procurement and external audit.

African econometrics society annual conference 2013

Language: English and French
Date: July 2013
Venue: Ghana

Target Audience: Bank staff; University researchers, Central Bankers, and RMC Officials from the Ministries of Finance and Planning.

Qualification: Master’s and PhD Degrees.

Description: The African Econometric Society is an international society for the advancement of economic theory in its relation to statistics and mathematics. Members of the society are associated with academic institutions, and the private and public sectors who share the goal of advancing econometric research, especially but not limited to African themes.
The conference will cover various fields of economics: applied econometrics, economic modeling, quantitative and non-quantitative economic analysis, and a large range of related topics. Emphasis will be on the relevancy of policy modeling in an uncertain world, with specific applications to Africa. The yearly seminar has attracted several reputable keynote speakers including Peter Phillips, Soren Johansen, David Hendry, Arnold Zellner, Hashem Pesaran, Badi Baltagi, Richard Blundell, John Moore, Abhijit Banerjee, and Jushan Bai.

**Qualifications:** Participants should have a degree in economics, statistics, or equivalent experience.

**Description:** This course (convened under the JPA) is designed to assist officials in the compilation of monetary and financial statistics in accordance with international best practices. The course material is based on the Monetary and Financial Statistics Manual and the Monetary and Financial Statistics: Compilation Guide, which expand on the definitions, classifications, and valuation principles for monetary and financial macroeconomic analysis within the framework of the System of National Accounts.

The course discusses the principles of economic sectorization, the characteristics and classification of financial instruments, valuation, and other accounting issues that are relevant to the compilation of analytical accounts for the entire financial sector, comprising the central bank, other depository corporations, and other financial corporations. The course consists of lectures, workshops, and case studies that familiarize participants with practical aspects of monetary statistics compilation; in particular the recently introduced standardized report forms (SRFs). It also focuses on financial statistics, which

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**Introductory course on monetary and financial statistics**

**Language:** French/English  
**Date:** May 20 - 31  
**Venue:** Tunis

**Target Audience:** Central bank officials responsible for the compilation of monetary statistics.
comprise the financial flows and stocks of all sectors of the domestic economy and their interactions with the rest of the world, and the balance sheet approach for vulnerability analysis. Lectures address the interrelationships between monetary, balance of payments, government finance, and national accounts statistics. Participants are expected to make a short presentation on monetary statistics compilation issues in their countries.

Macroeconomic management and fiscal policy

Language: Bilingual
Date: June 3 - 14
Venue: Tunis

Target Audience: Mid- to senior-level government officials in Ministries of Finance, Economy, and Planning, or in Central Banks, who provide advice on macroeconomic policies or who are involved in policy implementation.

Qualifications: Participants are expected to have an advanced degree in economics or equivalent policy experience.

Description: This course (convened under the JPA), aims at deepening participants’ understanding of fiscal policy issues and their implications for macroeconomic management. It covers the interrelations between fiscal variables and macroeconomic aggregates, and the main aspects of the design and implementation of fiscal policy as an instrument to achieve macroeconomic stability and growth. The course draws on the Fund’s experience in providing fiscal policy advice, on studies undertaken by Fund staff, and on selected research by outside scholars. Topics include: macroeconomic aspects of fiscal policy, such as estimating cyclically-adjusted fiscal balances and the role of automatic stabilizers and discretionary fiscal policy; fiscal sustainability; and structural and institutional fiscal issues such as tax reform and administration, expenditure policy and management, and fiscal rules. Participants are expected to make presentations on key policy issues of interest in their countries.
Safeguards assessment of central banks

Language: French and English
Date: July 15 - 19
Venue: Tunis

Target Audience: Senior central bank staff responsible for accounting, financial reporting, auditing, risk management, internal control, statistics, legal, or reserve management operations, or serving on a board or committee covering the oversight of audit, investment, or financial reporting activities.

Qualifications: Bachelor’s Degree.

Description: This one-week course, presented in collaboration with the IMF’s Finance Department, is designed to provide central bank officials with an interactive exposure to the IMF’s safeguards assessment methodology. In particular, the course highlights the importance of central bank governance, transparency, and accountability in improving financial safeguards. This course also provides a forum for central bank staff to exchange views on their experiences in strengthening safeguards frameworks, including emerging challenges and issues. The design of the course combines interactive lectures and discussions, workshops, and case studies addressing key assessment areas, including the external and internal audit mechanisms, financial reporting framework, system of internal controls, management of international reserves, and reporting of monetary data to the Fund.

The objective is to provide participants with the knowledge and skills required to assess the strengths and vulnerabilities of the financial
safeguards in their central banks and to identify specific steps that can be taken to strengthen these safeguards. It also covers the methodology and procedures used to monitor the safeguards framework at central banks.

**Financial soundness indicators**

Language: Bilingual  
Date: Sept. 2 - 6  
Venue: Tunis

**Target Audience:** Officials at Central Banks and supervisory agencies for the financial sector who are involved in the collection, compilation, and analysis of financial soundness indicators.

**Qualifications:** Participants are expected to have a degree in economics, statistics or equivalent experience.

**Description:** The course covers concepts and definitions, data sources, and techniques for the compilation of Financial soundness Indicators (FSIs) that serve to support macro-prudential analysis. It covers the fundamental aspects of the methodology for the construction of FSIs such as coverage, aggregation, consolidation, valuation) as contained in the Financial Soundness Indicators Compilation Guide, including its 2007 amendments.

The course introduces the new FSI Template for use in the regular reporting of FSI data and metadata to the IMF and provides guidance in accessing and using the IMF’s database for FSI data and metadata. It also provides information on the use of FSIs in financial sector surveillance. The topics are covered through lectures and workshops (hands-on exercises on the compilation of FSIs).
**Target Audience:** Senior- to mid-level officials in ministries of finance, treasuries, debt management offices, ministries of economy or financial planning divisions in line ministries.

**Qualification:** Participants should have significant experience in fiscal policy, macroeconomic or budgeting positions.

**Description:** This course examines the role of fiscal institutions, such as medium-term fiscal frameworks, top-down budgeting, medium-term budgeting, cash and debt management, independent fiscal institutions and budget comprehensiveness, and their play in promoting fiscal discipline.

**Flow of funds and policy analysis**

**Language:** Bilingual

**Date:** 3rd Quarter

**Venue:** TBC

**Target Audience:** AFDB Staff, University Researchers, Central bankers and PMC officials from the Ministries of Finance and Planning.

**Qualifications:** Master’s degrees.

**Description:** The flow-of-funds framework underpins the functionality of banks and capital markets in relation to household, companies, the government and the external sector, in the sense that one main function of the flow of funds accounts is to reveal the sources and uses of funds that are needed for growth. The workshop will focus on flow of funds using two approaches (a) as a basis for generating flow
Capacities for today and tomorrow

of funds data and (b) as a framework for modelling relationships and price formation in the household sector (consumption and investment behaviour of households), company sector (e.g. financing, investment and dividend behaviour), government sector (e.g. tax policy), foreign sector (e.g. aid, remittances or FDI), or the entire macro economy. For example, it may be argued that bank regulation ensures timely and accurate information arrival and use in flow-of-funds transactions that take place in an economy, mainly involving exchanges of assets and liabilities. These transactions generate flows of funds from one agent to another and from one sector to another, hence regulating monetary quantities (e.g. monetary policy) or prices (e.g. interest rates).

Regulation for commodities and derivatives markets

Target Audience: RMCs and AfDB Economists.

Qualifications: Master’s and PhD degrees.

Description: The objective of this workshop is to align the African regulatory agenda with developments at the global, African and Regional levels with emphasis on derivatives and commodities exchanges. It will also seek to provide strategic and technical information to assist African regulatory stakeholders map out an action plan for developing regulatory frameworks for Derivatives and Commodities Exchanges to the prevailing international standards.

Macroeconomic policy for inclusive growth, employment creation, and poverty reduction

Language: Bilingual

Date: May 13 - 17
Venue: Ghana

Target Audience: Staff from Economic and Finance Ministries and staff involved in economic development planning as well as some key issues and new developments regarding the use of quantitative analysis for macroeconomic policy issues.

Qualifications: Participants should have a knowledge in economics.

Description: The objective of this course is to examine key issues and methodological approaches for use of a range of quantitative techniques and macro-economic policy analysis. Some of the policies will include policies to attract FDI, strategic planning for macro-economic stability, fiscal planning, economic growth strategies, industrialization strategy in Africa and making growth pro-poor.
Networking with think tanks for policy dialogue sessions

Language: French
Date: May
Venue: Morocco

Language: English
Date: July
Venue: Ghana

Language: English/French
Date: November
Venue: Tunisia

Description: An important recent development in the area of building capacity for policy dialogue in African countries has been the establishment and promotion of national think tanks, for example, Economic Policy Research Centre Uganda (EPRC-Uganda); Economic Policy Research Centre Rwanda (EPRC-Rwanda); Kenya Institute for Public Policy Research and Analysis (KIPPRA); CEDRES in Burkina Faso; CIRES in Cote d’Ivoire; and CRES in Senegal. The purpose of this activity is to link the think tanks and facilitate networking among African think tanks on one hand and link them with international think tanks such as the Brookings and Korea Development Institute while sharpening the policy dialogue engagement.

Theme 4: Innovative methods of financing infrastructure and regional integration

During the last ten years, commendable efforts have been made to deal with the acute infrastructure problems in Africa and to expand the key areas such as road transport and energy, especially where improvements in infrastructure facilities provide important mechanism for advancing regional integration. However, the financing of infrastructure and regional integration remains a key challenge for Africa. Two main innovations are being explored: one is to use the bond market, where bonds are used to raise the required funds; the other innovation is to use Islamic financing instruments, especially the Sukuk to mobilise the required funds.

This workshop will focus on financing of infrastructure through the capital market, Islamic bonds (Sukuk), regional integration impact assessment, international contracts negotiation and revenue collection issues.

Islamic sukuk for infrastructure financing

Language: English and French
Date: Feb 18 - 21
Venue: South Africa
Language: English and French
Date: Feb 25 - 28
Venue: Nigeria

Target Audience: AfDB staff and RMC officials in the banking and finance sectors.

Qualification: Master’s Degree.

Description: The course will highlight the immense potential of Islamic finance and banking as an alternative development financing instrument in Africa. Islamic finance is now widely known for its rapid growth as an acceptable form of investment which can integrate and complement the existing conventional financial systems. Since its inception in the Middle East in the early 1960s, the Islamic Finance Industry has widened its market reach to span across many countries worldwide. The number of institutions offering Islamic financial products and services has increased dramatically, from a handful in the 1970s to an estimated 190 in 2010. Although it is often regarded as having exciting potential for the Islamic finance market, Islamic finance in Africa is presently concentrated in a few key markets and there are only a handful of dedicated institutions on the continent.

Promoting regional financial integration through sound regulation of cross-border mobile payments

Language: English and French
Date: Oct. 2013
Venue: Uganda

Target Audience: The workshop will bring together key stakeholders from African countries, regional economic communities, regional central banks, specialized regional institutions and India. Participants will include representatives of central banks, national telecom authorities, selected participants from the private sector (banks, mobile money service providers, telecom operators and platform operators, and MFIs), Non-Government Organizations (NGOs), as well as bilateral and multilateral organizations representatives.

Qualification: Bachelor’s Degree.

Description: The primary objectives of this workshop are to: (1) create a knowledge forum for Indian and African policy makers to discuss challenges faced in regulation of mobile financial services in and across borders; (2) share experiences on the financial integration brought
about by the existing cross-border mobile payments; and (3) explore ways of facilitating financial integration by facilitating cross-border mobile money flows.

**Export dynamics and trade facilitations in the RECs**

**Language:** French  
**Date:** 3rd Quarter  
**Venue:** Cameroon

**Language:** English  
**Date:** 4th Quarter  
**Venue:** Zambia

**Target Audience:** Policy makers from IGAD region, IGAD Secretariat, export promotion agencies, key export oriented private sector businesses, business associations, trade and transit facilitation agencies.

**Description:** The course will assist IGAD countries to analyse and review their contemporary export development activities, promotion, strategies and also examine whether the state of trade facilitation in the region is sufficient to catalyse and provide impetus and dynamics that would fuel and drive export growth in a sustainable manner. At the end of the course, participants should have a better understanding of the need to diversify from traditional and institutional measures to achieve this dynamic. They will also understand the linkages between exports and trade facilitation as well as performance indicators that determine how trade costs and facilitation measures affect regional and international trade.

**Cooperation training program revenue collection**

**Language:** French  
**Date:** 4th Quarter  
**Venue:** Tunis

**Qualifications:** Bachelor’s Degree.

**Description:** The broad objective of this course is to provide a comprehensive training programme on revenue collection in order to improve the planning, execution, management and evaluation. The course specifically trains participants on the completion and harmonization of the legal framework related to the whole Romanian taxation system; the establishment of indicators for measuring the revenue collection in the view of policy making; the development of information systems; and the sharing of best practices of fiscal policy within the beneficiary countries. The anticipated outcome is improved cooperation and solidarity within the region.

**Capital flight reversal and development financing**

**Language:** Bilingual  
**Date:** April 15 - 19  
**Venue:** Senegal
Target Audience: RMCs Officials from Ministries in charge of Economics, Finance, Industry, Regional Integration and Inclusive Growth, Labor, Environment, Social and Women Affairs. Other audiences include General Directors of the Ministry of Planning and of sectoral Ministries, Bank staff working on the issues of public policies, regional integration and inclusive growth.

Qualification: Master’s Degree.

Description: The course aims to discuss the problem of illicit financial flows and policies for sustainable and responsible external borrowing and transparency in the global financial system. The course content will include illicit financial flows: typology, scope magnitudes, actors and channels; capital flight and its impact; tax evasion: magnitude, cost and solutions; illicit flows from and to safe havens.

Theme 5: Start-ups, entrepreneurship and youth employment

The youth population constitutes about 37 percent of the total labor force, a social category that is projected to expand more rapidly in Africa than anywhere else in the world. Unfortunately, this has not been matched by a corresponding growth in job creation. Despite an impressive growth rate of 5 percent in recent years and notable progress achieved in the area of education, Africa has been unable to expand employment opportunities for young people. Africa as a whole has an average youth unemployment rate of 19 percent which is above the rest of the world average, and with an ever increasing youth population growth rate which is much higher than the employment growth rate. Common beliefs are that an integrated and holistic approach to entrepreneurship capacity development can offer a viable solution to the chronic problem of youth unemployment. Suitable frameworks encompass entrepreneurship capacity assessment, entrepreneurship environment development and entrepreneurship capacity development, with the idea to engender a platform for engagement among government, industry and academia.

Enhancing the delivery capacity of rmc's national programmes for youth employment in africa

Language: English
Date: TBC
Venue: TBC

Language: French
Date: TBC
Venue: Benin
Target Audience: RMCs Senior Officials from Ministries and Organizations, Directorates, Parastatals and NGO’s for Youth Employment Schemes, Development Banks and other financing institutions involved in youth financing, Tertiary institutions, Private Sector, MSME Associations and organized youth movements.

Qualifications: Master’s Degree.

Description: The objective of the EADI initiative is to engage with the RMCs to review the schemes set up to promote youth employment and entrepreneurship with a view to strengthening them so that they may have improved capacity to deliver on the challenges of youth entrepreneurship and employment, effectively and sustainably. The initiative will also identify good practice from elsewhere with a view to introducing them to countries with no schemes in operation such as fragile states. At the end, in all participating RMCs, a growing class of educated youth entrepreneurs will be established, having viable and profitable businesses.

Science, technology and innovation for enhancing growth of indigenous entrepreneurship in Africa

Language: English
Date: TBC
Venue: TBC

Target Audience: AfDB staff, RMC officials, Youth representatives.

Qualification: Bachelor’s Degree.

Description: The program will complement the Bank’s Private Sector Department’s (OPSM) efforts in the indigenous enterprise sector to promote viable and sustainable MSMEs. The workshop will be in the form of a series of papers presentation and discussion by key stakeholders in both the STIs and the MSME subsectors in selected African countries. Characteristic of knowledge institution, the EADI through the sessions will learn firsthand from the Stakeholders, on how the growth agenda in the indigenous MSME subsector may be helped expeditiously through STIs.

The planning and implementation of the activities will consist of the following:

(i) Preliminary contacts, through the Bank Field Offices, with the participating parastatals, institutions and Ministries.

(ii) Discussion with the officials on gaps in capacity and information gathering on best practices;
(iii) Recruiting resource persons
(iv) Program implementation
(v) Preparation of manuscript on the proceedings

The role of vocational education and skills development in economic transformation

Language: English
Date: TBC
Venue: TBC

Target Audience: Officials of targeted countries from ministries of Education, Science and Technology, Labour, Economics, Finance and other relevant ministries and entities. The audience for the capacity development training course will be mid-level government officials, heads of schools in developing countries in Africa, with a focus on those in the early stages of planning or implementing programmes that integrate vocational training into educational initiatives, especially Youth and Employment and School Entrepreneurship. Also targeted are African youth and the private sector.

Qualifications: Master’s Degree.

Description: The proposed workshop will bring together representatives of schools to discuss and propose concrete ways for the AfDB to design better vocational training operations that will help solve the problems of youth employment and job creation, among others. The workshop is part of the Bank’s efforts to implement the pillar of the educational Strategy related to the link between education and the productive sectors. This is extremely important in light of the current youth unemployment crisis.

African official training program on sme policies

Language: Bilingual
Date: TBC
Venue: South Korea

Language: English
Date: TBC
Venue: Ghana

Language: French
Date: TBC
Venue: Congo

Target Audience: RMCs Officials, Private sector, NGOs and Academia.

Qualifications: Bachelor’s Degree.

Description: The SME sector has grown to become the niche of youth employment in a number of African countries. Unfortunately in many of these countries, the SME sector
remains constrained by inadequate demand, limited access and high cost of capital, relatively weak support and procurement programs from government. Dynamism in the sector can be assured if the problems of the sector are clearly identified and the most appropriate strategies worked out. This entails creating the awareness among SMEs associations through skills and knowledge development. This course is funded by Korea under the KOAFEC for RMCs.

**E-GOVERNMENT**

**Language:** Bilingual  
**Date:** October 2013  
**Venue:** North Africa (Tunisia)

**Target Audience:** North African key Policy Makers on E-Government

**Qualification:** Master’s Degree.

**Description:** This workshop on Policy Dialogue on E-Government in North Africa will serve as a platform through shared presentations by delegations to provide guidance and cross fertilization of countries adopting best practices, or sharing the same constraints. It will also provide a basic understanding of e-government’s product, technology and solution to enable stakeholders make informed decisions; it will provide a plan on how to implement effective technical rollouts within jurisdictions; will review successful and failed implementations; understanding how to avoid primary risk areas and understanding when regulation should be implemented.

**E-Government Regional workshop for North /EAST Region**

**Language:** Bilingual  
**Date:** November 2013  
**Venue:** TBD

**Target Audience:** Regional Member Countries.

**Description:** The main objective of this Workshop: is to enable RM Countries; Republic of Korea and Regional Economic Communities (RECs) and specialized agencies share e-Government development experiences and explore new developments in this area. From this program, participants were expected to capture the success stories on the e-Government Policies in the Republic of Korea, and incorporate the knowledge and skills gained in enhancing development of the e-Government sector.
in their country; acquire knowledge on how to effectively tackle challenges in e-Government promotion through harnessing case studies and experiences learnt in various aspects of e-Government.

**SME Assessment toolkits for african financial institutions**

**Language:** Bilingual  
**Date:** TBC  
**Venue:** TBC

**Target Audience:** The audience should be senior personnel of the targeted financial institutions.

**Qualifications:** At least first degree in Economics, Finance, Accounting or relevant experience in SME management.

**Description:** The toolkit will aim to provide a general framework in terms of key assessment areas and factors that financial institutions should focus in order to properly analyze the funding requirement of the SMEs- Introduction to SME lending.

The toolkit will contain step by step loan processing; credit analysis, Financial Statement Analysis for Lenders (Income Statement and Balance Sheet); Cash Flow Analysis; Break-even and Debt Service; Ratio Analysis; Loan Structuring; Loan Documentation; Portfolio Management; Monitoring; Problem Loans and Marketing and Customer Service through appropriate and innovative financial services; sound, commercially-aware advice, not just on products and services, but also wider business issues; and more tailored and responsive multi-channel banking. By driving a more SME-centric strategy, through product, service and channel design, harnessing the power of new technology.

**Policy dimension of the sustainability of microfinance institutions including SACCOs**

**Language:** English  
**Date:** Third Quarter  
**Venue:** Uganda

**Target Audience:** The workshop is designed for African MFI Managers.

**Qualifications:** Participants are expected to have degree in economics or equivalent academic experience. Experience in Accounting and Finance is assumed.
Description: Government-owned banks have long been important suppliers of microfinance services. Self-help group model (SHG), as developed by NGOs (e.g., MYRADA) emerged, so are cooperatives, as major providers of microfinance service in countries like India, Philippines, Sri Lanka, Thailand, and Vietnam. In recent years, private sector financial institutions have assumed a significant role in the area of microfinance. Indeed, microfinance has become an important tool for poverty reduction in the developing world such as Asia, Latin America, Sub-Saharan Africa.

One must therefore ensure that microfinance both works for the poor and is financially sustainable. In that regard, Microfinance needs to be treated as a vital part of the financial system, with the special needs and features of microfinance operations and institutions recognized in financial sector policies and regulations. Although the issue of financial sustainability of microfinance institutions has attracted more attention in the appraisal of microfinance, sustainability can be considered at several levels—institutional, group, and individual—and can relate to organizational, managerial, and financial aspects, without omitting the impact issues. Hence, the sustainability of an MFI requires not only financial viability but also a clear strategic vision and an organization that is transparent, efficient, and accepted by all the stakeholders. In sum, a MFI has to efficiently coordinate its search for financial sustainability and continuous serving of the poor.

The workshop will highlight: (i) key developments in the microfinance institutions, (ii) the importance of building policies and support systems that encourages a range of institutional types to enter and expand microfinance services, and (iii) the key roles that government policy makers can play in microfinance.
### SMEs Doing Business Across Borders

**Language:** English  
**Date:** March 2013  
**Venue:** Mauritius

**Language:** English  
**Date:** April 2013  
**Venue:** Namibia

**Language:** English  
**Date:** May 2013  
**Venue:** Egypt

**Target Audience:** SMEs, relevant authorities in RMCs.

**Qualifications:** Master’s Degree.

**Description:** This workshop will seek to give guidance to medium size enterprises in developing world on how to access legal counseling, a problem which has been made worse by the current economic climate. Without proper legal advice, many will not take the opportunities that exist in uncertain environment. This workshop will develop their capacity to export to all regions and establish joint ventures.

### CROSS Cutting Theme 1: Gender, economic opportunity and inclusive growth

The fifth MDG focuses on maternal mortality and, since 2005, on universal access to reproductive health, whereas the third goal measures gender parity in education; the share of women in wage employment; and the proportion of seats held by women in national legislatures. Each of the underlying indicators is considered essential for the achievement of gender equality and women’s empowerment, but at substantial costs. Among other costs, there is a need to: i) strengthen the capacity of governments to deliver the targeted interventions; ii) strengthen national women’s machineries through increased budgetary allocations and staffing of ministries of women’s affairs and gender focal points in other ministries; iii) invest in data collection and monitoring activities to track gender outcomes. In short, achieving gender equality and empowering women requires technical expertise and knowledge of how to mainstream gender concerns into development policies and programmes.

Under this theme, training will focus on gender asset gaps and economic opportunities for women in both the public and private sectors.

### Gender and economic analysis in Africa:

**Language:** English and French  
**Date:** Feb. 18 - 23  
**Venue:** South Africa
**Collection and analysing Individual asset ownership**

**Target Audience:** Relevant AfDB staff and RMC officials responsible for economic planning, labour and social development.

**Qualifications:** Bachelor/ Master’s Degree.

**Description:** While increasingly, surveys are including information about asset ownership, typically this is only at the level of the household. To understand patterns of poverty, vulnerability, and the patterns over time, it is important also to have individual level asset ownership data. This four day workshop will provide detailed information on how to collect and analyze individual level asset data. Following an introduction to the policy relevance of individual level asset data, the workshop will go through a series of survey instruments that have been fielded. Discussion will include both the minimum questions that should be included in any survey plus additional questions that will provide more detailed information. Lessons from the implementation of individual level asset surveys in Ecuador, Ghana, Uganda, and Karnataka, India will be shared. The second half of the workshop will focus on the analysis of this data, with hands on practice calculating the gender asset and wealth gaps. Data from the Ghana Household Asset Survey will be used. The concluding sessions will return to discussions of the policy relevance of these measures. This training module is designed for officials of national statistical agencies, academic researchers and officials working in the research departments of ministries, departments and agencies such the Ministry of Women’s Affairs.

**Date:** July 22 - 25, 2013

**Venue:** Ghana

**Language:** Bilingual
Integrating gender equality in public management: challenges and best practices

**Language:** Bilingual  
**Date:** Feb 2013  
**Venue:** Cote d’Ivoire

**Target Audience:** The meeting will mainly target high level policy makers, ministers.

**Qualifications:** Master’s Degree.

**Description:** Gender budgeting, including allocations for schemes aimed at improving gender ratio in education, health and employment contribute to accelerating the achievement of the MDGs. It is noteworthy that integrating equality in public financial management requires expertise and knowledge skills. The objective of the workshop is to build a common vision among policy makers on the importance of integrating gender equality in RMC budgets and financial policies.

Integration of Gender into Macroeconomics, Trade, and Finance and Implications for Policymaking

**Language:** English and French  
**Date:** TBC  
**Venue:** TBC

**Target Audience:** officials of ministries of finance, central banks, and planning as well as academic researchers and officials working in the research departments of ministries, including departments and agencies such the Ministry of Women’s Affairs.

**Description:** Mainstream growth analyses have not yet integrated the body of scholarship that identifies the linkages between gender, economic development, and growth. This training will explore the theoretical and empirical macro-growth effects of gender inequality in sub-Saharan Africa, based on a large body of research developed over the last 20 years. It will also explore the gender effects of various macro-level policies, including fiscal, monetary, and trade policy.

The four-day workshop will begin by exploring micro-level gender relations, using widely available international data, as well as country-level SSA data to describe differences in women and men’s well-being and participation in the economy. The workshop will then explore in detail several examples of macroeconomics...
models that include a role for gender, discussing ways that models can be revised to reflect conditions in workshop participants’ own economies. The training will then examine how gender is affected by and influences trade and foreign direct investment, as well as central bank and fiscal policy. The final stage of the workshop will focus on preparation for a follow-up training in which participants return with data from their own countries for hands-on experimentation using simple simulation techniques to explore how changes in gender at the micro level (in, for example, labor force participation, education, or wages) influence macro outcomes.

African congress for women entrepreneurs

Language: English and French
Date: pr. 23 -25
Venue: Egypt


Qualifications: Master’s Degree.

Description: The congress under the theme “Women Empowerment and Support of MSMEs to meet the MDGs and Post 2015 Development Agenda” will serve as a platform for exchange of knowledge, experience, success stories from women in Africa, and their colleagues from the Arab world, Europe and Mediterranean region and the globe. It also seeks to empower women through Networking, Matchmaking programs and business to business partnerships and contacts; empower young women entrepreneurs through mentoring; marketing and promotion of products by women entrepreneurs through accompanying exhibition and Trade fair to have access to International markets; finding new solutions and new methods of Finance; promotion of economic integration in Africa and new projects for economic empowerment of women in conflict zones.
CROSS Cutting Theme 2: energy, climate change and the green economy

Training will address issues related to climatic change, energy and green economy, carbon funding as well as the relationship between environmental degradation and conflict.

Adaptation for climate change in project identification and implementation

Language: English and French
Date: 3rd Quarter
Venue: Ghana

Target Audience: AfDB staff, RMC officials.

Qualifications: Master’s Degree.

Description: Climate change continues to pose great challenges to society as it constrains the ability of developing countries to reach their sustainable development objectives under the MDGs. Hence, there is the need for a commitment to integrate adaptation to climate change in all development work. Adaptation efforts will be discussed regarding how to integrate climate change risks into projects; integrate climate change risks into national development policies, plans and strategies; and identify financing for adaptation initiatives.

Climate change adaptation for agriculture and natural resources

Language: English and French
Date: TBD
Venue: TBD

Target Audience: AfDB staff, RMC officials.

Description: Participants of the course will increase their knowledge of climate change adaptation concepts. They will also practice specific adaptation tools applicable to agriculture and natural resources management.

Building water resources resilience for sustainable development

Language: English and French
Date: TBD
Venue: TBD

Target Audience: AfDB staff, RMC officials.

Description: Participants of the course will facilitate peer-to-peer learning on water resources management and share good field experiences.

It will serve as a platform to share major instruments/tools that support implementation of IWRM at the basins levels (e.g. monitoring system, water resource allocation and conflict resolution...
mechanism, water management resolution. It will also help build capacity of the participants on sustainable water resources management and development planning including how to incorporate climate change risks.

Other capacity development activities

Valedictory lectures

Language: English/French
Date: TBC
Venue: TBC

Target Audience: AfDB staff members and other invited guests

Description: The purpose of these lectures is to take advantage of the experience of Senior Management Officers who have left the Bank and are now pursuing other activities.

Eminent speakers

Language: English/French
Date: TBC
Venue: Tunisia

Target Audience: AfDB staff members and other invited guests.

Description: The Eminent Speakers Series which was launched in 2006 is a special forum for sharing insights on development challenges in Africa. The series provides a platform for African leaders and World renowned personalities (Africans and non-Africans) to share their views on development challenges facing the continent.

Annual meetings high-level seminars

Language: English/French
Date: TBC
Venue: Morocco

Target Audience: AfDB staff members and other invited guests.

Description: The High-level Seminars are convened ahead of the official opening of the African Development Bank Annual Assembly. Each features a main theme with four High Level Seminars and
one High Level Debate are organized therefrom.

**African Economic Conference, 2013**

**Language:** English/French  
**Date:** TBC  
**Venue:** TBC

**Description:** Each year, Africa’s development challenges are debated at the African Economic Conference (AEC). The African Economic Conference is organized jointly by the African Development Bank, the UN-ECA and the UNDP. The Conference disseminates research findings, but also focuses on economic policy issues and challenges in Africa. The sixth edition was organized by the United Nations Economic Commission for Africa, the African Development Bank and the United Nations Development Programme in Kigali, Rwanda, from 20 October to 2nd November 2012 on “Inclusive and Sustainable Development in an Age of Economic Uncertainty”, as a global debate on the fundamental long-term development challenges Africa is confronted with, especially the new challenge of climate change, for it to continue its growth potential and achieve sustainable development in future.

Policy debate on building capacity for innovation led growth  

**Language:** English/French  
**Date:** November  
**Venue:** Kenya

**Description:** An important recent development in the area of building capacity for policy dialogue in African countries has been the establishment and promotion of national think tanks, for example, Economic Policy Research Centre, Uganda (EPRC-Uganda); Economic Policy Research Centre, Rwanda (EPRC-Rwanda); Kenya Institute for Public Policy Research and Analysis (KIPPRA); CEDRES in Burkina Faso; CIRES in Côte d’Ivoire, and CRES in Senegal. The purpose of this activity is to take advantage of the network of think tanks and facilitate policy debate on Building Capacity for Innovation led growth among African think tanks.

Knowledge management training course for bank staff and RMCs  

**Language:** English  
**Date:** January  
**Venue:** Nairobi  

**Language:** English  
**Date:** March  
**Venue:** Pretoria

**Language:** French  
**Date:** May  
**Venue:** Casablanca/Marakesh
The African Development Institute

Target Audience: AfDB staff members and other invited guests.

Description: Knowledge Management is integral to the African Development Bank’s mandate as Africa’s premier development financing institution, and the bank recognizes the importance of knowledge and strives to combine knowledge and financial resources towards developing innovative solutions to the continent’s complex development challenges. The objective of the proposed Knowledge Management Course is to teach targeted trainees from among Bank staff and selected trainees from RMCs, the establishment of a system that captures knowledge purposefully for incorporating into organisational strategies, policies, and practices at all levels. The course content will include: Understanding Knowledge Management; the knowledge management life cycle; the Nonaka and Takeuchi Model; building a knowledge management rationale among other related themes.

KVRC Dissemination and dissemination of knowledge strategy

Language: English
Date: January
Venue: Nairobi
Language: French
Date: September
Venue: Abidjan

Target Audience: AfDB staff members and other invited guests.
Description: The Bank’s strategic focus on knowledge aims to enable its staff and stakeholders experience the benefit of knowledge sharing and create a multi-dimensional process of knowledge flows. The objective of the proposed exercise is to extensively disseminate the approved knowledge strategy as well as showcase the knowledge products that exist.

Seminar on e-learning in collaboration with the world bank institute

Language: English/French
Date: March - April 2013 (3 days)
Venue: Tunis

Target Audience: AfDB staff, RMC’s.

Description: The objective of the Seminar is to provide a platform for discussions on the contemporary issues on E-Learning and to map out a common approach to the future needs of E-Learning in Africa. The output of the 3-day Seminar will be a report that would serve as a roadmap for collaboration between the WBI, EADI and other stakeholders involved in E-Learning in Africa.

E-Learning fundamentals for RMC

Language: English
Date: 1st Quarter
Venue: Ghana

Language: French
Date: 2nd Quarter
Venue: Tunis

Target Audience: RMC’s.
<table>
<thead>
<tr>
<th>Course Title</th>
<th>Language</th>
<th>Date</th>
<th>Venue</th>
<th>Target Audience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integrating ICT into Learning</td>
<td>English</td>
<td>1st Quarter; 3rd Quarter</td>
<td>Tanzania; South Africa</td>
<td>AfDB staff, RMC’s.</td>
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<tr>
<td>Description: The course is designed to provide introductory training to RMCs on technological, cultural and pedagogical issues in E-Learning. It is also designed in response to the capacity needs for E-Learning in African countries. At the end of the workshops, participants would understand and be able to build own content for E-Learning to suit their organisational and national needs. They would also understand contemporary pedagogical approaches to E-Learning; Understand the broad range of technological options and develop tools for choosing the most appropriate technologies for E-Learning; Build a course using E-Learning tools and build a community of practice in RMCs for E-Learning.</td>
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<tr>
<td>Designing and implementing an e-learning course</td>
<td>Bilingual</td>
<td>2nd Quarter</td>
<td>Cameroon</td>
<td>AfDB staff, RMC’s.</td>
</tr>
<tr>
<td>Description: This is an in-depth five day course on the administration of the Learning Management System and other Communication platforms used at the Bank for E-Learning. At the end, participant should be able to provide administrative support to local staff engage in capacity building and support trainees on E-Learning. The course content will include a combination and/or expansion of the following topics:</td>
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<tr>
<td>• Implementing an LMS</td>
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<tr>
<td>• LMS administration</td>
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<tr>
<td>• Implementing communication tools such as Webex and Panopto</td>
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<tr>
<td>Language: French</td>
<td>1st Quarter; 4th Quarter</td>
<td>Senegal; Tunisia</td>
<td>AfDB staff, RMC’s.</td>
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<tr>
<td>Description: The five day course is designed to provide trainers with skills to develop and deliver E-Learning courses. Designing E-Learning courses require special pedagogical and technical skills as well as knowledge of the infrastructural and cultural dynamics of the learning environment. At the end of the workshops, participants would be able to design, implement and evaluate E-Learning courses. They would also understand contemporary pedagogical approaches to E-Learning; Understand the broad range of technological options and develop tools for choosing the most appropriate technologies for E-Learning;</td>
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</table>
Build a course using E-Learning tools and build a community of practice in RMCs for E-Learning.

Special session E-learning Africa 2013

Language: Bilingual
Date: May
Venue: Namibia

Target Audience: E-Learning Practitioners and Professionals, High level Policy and Decision Makers and practitioners from Education, Business and Government.

Description: A half-day session at E-Learning Africa Conference for AfDB to discuss and network with participants on E-Learning for Capacity Building. E-Learning Africa conference is the key networking venue for practitioners and professionals from Africa and all over the world. Delegates are high-level policy and decision makers and practitioners from education, business and government - the three key areas driving eLearning adoption and innovation.
Capacities for today and tomorrow
Administrative Arrangements

Training Events

Training offered through the EADI is intended primarily for the AfDB Group funded-project staff or public sector officials, civil society, financial institutions, and in some instances private sector representatives. Participation is generally by invitation, unless otherwise specified in the course announcement. Public sector candidates typically are nominated by their governments upon request made by EADI. A maximum of 30 participants are invited to any one training event, with the language of instruction being predominantly either English or French, or in some instances in both languages through the use of simultaneous interpretation.

Travel Arrangements

Each selected participant is provided with a prepaid round-trip airline ticket in economy class to the course location. All participants receive a lump sum to cater for their travel expenses.

Participants are required to obtain their own passports and visas, where applicable, including any transit visas necessary to travel to and from the course location. Participants must have a passport that is valid for at least six months beyond the end of the training date.

In case of a withdrawal (either before the course or during attendance), expenses, such as cancellation fees or the full amount of the prepaid ticket, must be reimbursed to the EADI. Similarly, if a participant does not complete the training, travel and miscellaneous expenses are to be refunded to the EADI.

Accommodation

The cost of hotel accommodation is covered by the EADI beginning one day before the course starts and ending one day after its conclusion. Breakfast and lunch are provided as part of the accommodation package. Participants are responsible for all other meals as well as hotel incidentals.

Living Allowance

Participants are provided a subsistence allowance which is intended to cover the cost of dinner and some of the participant’s incidental expenses.
Sponsors’ Commitment

Through the participants’ acceptance of the invitation to attend the EADI programme, sponsors (responsible officials from the nominating agencies) commit themselves to reimbursing the Institute for all expenses incurred on behalf of a participant that result from a pre-existing medical condition. Further, sponsors are required to cover the costs of any medical procedure not covered by the health insurance provided by EADI.

The sponsoring agency is also required to certify that, if accepted, the applicant will not, for the duration of the course or seminar be given any other duties or assignments. This will ensure that the participant is able to devote his/her full attention to the course.

Miscellaneous

The African Development Institute will send details on travel, medical insurance, hotel accommodations, other arrangements, and background information to each participant in an administrative letter.

Communications

African Development Institute (EADI)
BP 323
1002 Tunis Belvédère,
Tunisia

Tel.: +216 71 10 15 25
Fas: +216 71 83 39 16
Email address: ADinfo@afdb.org (Training Coordinator)
African Development Institute Staff

<table>
<thead>
<tr>
<th>DIRECTORATE</th>
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</thead>
<tbody>
<tr>
<td>Victor Murinde</td>
<td>Director</td>
</tr>
<tr>
<td>Floribert NGARUKO</td>
<td>Principal Training Officer</td>
</tr>
<tr>
<td>Jacqueline ODULA</td>
<td>Training Coordinator</td>
</tr>
<tr>
<td>Mireille Patricia COBINAH-EBROTTIE</td>
<td>Team Assistant</td>
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<tr>
<td>DIRECTORATE</td>
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<tr>
<td>Pauline Akolo</td>
<td>Senior Secretary</td>
</tr>
<tr>
<td>Mourad Ben Belgacem</td>
<td>Training clerk</td>
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</tbody>
</table>

The African Development Institute
**PROGRAMME DESIGN AND DEVELOPMENT DIVISION**

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Photo</th>
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</thead>
<tbody>
<tr>
<td>Temilade Mujidat ABIMBOLA</td>
<td>Division Manager</td>
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</tr>
<tr>
<td>Alexis DE ROQUEFEUIL</td>
<td>Lead Knowledge Officer</td>
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<tr>
<td>Mamadou KONE</td>
<td>Senior Training Officer</td>
<td></td>
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<tr>
<td>Adesina Ola ADIGUN</td>
<td>Senior Training Officer</td>
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<tr>
<td>Susan EMIKO</td>
<td>Training Officer</td>
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<tr>
<td>Bonita Mary-Ann FREEMAN</td>
<td>Senior Training Assistant</td>
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<tr>
<td>Name</td>
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<tr>
<td>Hortense Akass TCHIE</td>
<td>Training Assistant</td>
<td></td>
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<tr>
<td>Victoria HUGHES</td>
<td>Training Assistant</td>
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<tr>
<td>Riadh KHERJI</td>
<td>Training Assistant</td>
<td></td>
</tr>
<tr>
<td>Hadhemi CHEBBI</td>
<td>Secretary</td>
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</table>
## DEVELOPMENT MANAGEMENT AND POLICY DIALOGUE DIVISION

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
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</thead>
<tbody>
<tr>
<td>Bernadette DIA KAMGNIA</td>
<td>Division Manager</td>
</tr>
<tr>
<td>Taoufik RAJHI</td>
<td>Chief Training Officer</td>
</tr>
<tr>
<td>Lassaad LACHAAL</td>
<td>Chief Training Officer</td>
</tr>
<tr>
<td>Raja GARA BELHAJ HMIDA</td>
<td>Training Assistant</td>
</tr>
<tr>
<td>Ines Mili</td>
<td>Training Assistant</td>
</tr>
<tr>
<td>Anissa SELMI</td>
<td>Secretary</td>
</tr>
<tr>
<td>Name</td>
<td>Position</td>
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</tr>
<tr>
<td>Bakri Musa ABDUL KARIM</td>
<td>Chief Librarian and Officer-In-Charge</td>
</tr>
<tr>
<td>Djibril DIALLO</td>
<td>Principal Training Officer</td>
</tr>
<tr>
<td>Foster Nicolas Ofosu</td>
<td>Senior Training Officer</td>
</tr>
<tr>
<td>Nadia BEN ACHOUR</td>
<td>Training Assistant</td>
</tr>
<tr>
<td>Adewale Alade SHOBOYEJO</td>
<td>Training Technician</td>
</tr>
<tr>
<td>Hamza OUESLATI</td>
<td>Training Technician</td>
</tr>
</tbody>
</table>
### KNOWLEDGE AND INFORMATION SERVICES

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Isabelle SORGHO-DUMERY</td>
<td>Library Clerk</td>
</tr>
<tr>
<td>Habib Auwal</td>
<td>Library Clerk</td>
</tr>
<tr>
<td>Hajer TROUDI</td>
<td>Library Clerk</td>
</tr>
<tr>
<td>Wafa EZZINE-MERSNI</td>
<td>Secretary</td>
</tr>
<tr>
<td>Chaâtani Nadia</td>
<td>Secretary</td>
</tr>
</tbody>
</table>
The African Development Institute