

# OSSREA STRATEGIC PLAN 2011-2015

Promoting African  
Scholarship to  
create relevant  
knowledge  
based on robust  
scientific evidence  
for the govern-  
ments and peoples  
of Africa

August 2010



Organisation for Social Science Research  
in Eastern and Southern Africa (OSSREA)



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Eastern and Southern Africa  
OSSREA**

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(OSSREA)

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Liaison Officers and some members of the Executive Committee and Secretariat of OSSREA





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Participants in a UNDP Research Methodology Workshop 2009 with the OSSREA Resource Team, the UNDP Chief Economist and some members of the OSSREA Executive Office





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## INTRODUCTION

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Africa's great quest for health, peace, and prosperity is a four-part process:

- Good governance, which can deliver...
- Good policy, which will lead to...
- Positive development, with a goal of...
- Poverty Alleviation, without which...

...governance, policy and development will have shaky foundations unable to create or support health, peace and prosperity.

This circle of logic is increasingly clear, but it is not complete. It is broken by at least two “know-do” gaps: what the policies should be, and how to implement them.

Africa's future – in a very real sense and to a very great extent – rests in its ability to bridge those gaps; to gather robust and relevant knowledge and deliver it to those with the power to make policy and take action.

This over-riding (an almost overwhelming) need presents a regional research organ with a solemn obligation, a momentous opportunity, and a market that is hungry for its skills and services.

Equipping Africa with those skills and services is OSSREA's mission. OSSREA is not alone in this endeavour, but it is unique in its focus on nurturing African scholarship to meet Africa's challenges; to develop research quality and capacity within the continent's own cultures, to thus optimize its methods, relevance, practicality, insights and context, and – in close partnership with governments, universities and research organizations - to institutionalize them.

These are the elements which will best bridge the know-do gaps; they are what OSSREA was founded to formulate, foster and deliver.

This strategic plan is founded on those principles and is based on 30 years of experience on what needs to be done, and how, to ensure Africa has the research muscle it needs.

The plan sets out five strategic objectives for the 2011-2015 horizon.

- Widen the scope and improve the quality of social science research
- Bring researchers and policy makers together
- Secure stable and sustainable funding
- Expand the outreach of OSSREA throughout the region
- Strengthen the organization's leadership and governance

The goals will be pursued holistically, in partnerships, focused on policy priorities, driven by results, with emphasis on quality, and with full accountability.

The five goals are supported by 20 core activities and 29 specific research themes which this plan details, with budgets, expected outputs, outcomes, indicators and assumptions/risk mitigations.

The writing of the plan has involved all cadres of all departments of the organization, its 23 national Chapters, and all key stakeholders. It is based on a rigorous analysis of its past performance, present condition, future needs and all the factors which might drive or derail its work over the plan period.

The plan expresses these ingredients in narrative, statistical tables, organigrams, stakeholder and SWOT analyses and a comprehensive Result-Based Management Matrix covering all the objectives, core activities and research themes, each with specific costings.

The plan presents a cost structure for an overall budget of \$19.9 million for the five-year period.

This plan sets out precisely what the balance of funding is needed for, how and when it will be spent, and the mechanisms of full accountability for expenditure and results.



## EXECUTIVE SUMMARY

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### **Background and Methodology**

This strategic plan for 2011 to 2015 will enable OSSREA to respond to changing economic, social and political environments in Eastern and Southern Africa; to strengthen links between policy research and policy-making processes; and to increase the relevance and visibility of research results to the programmes of regional and national bodies. It is a joint product of OSSREA's Executive Committee, Secretariat, Liaison Officers and selected stakeholders consulted through meetings and workshops.

### **Rationale and Expected Results**

Working with regional and national authorities is expected to bridge the gap between research and policy sectors; collaborating with universities will enhance competencies and skills for empirical research, argumentation and presentation of results in such a manner that they contribute new knowledge and support policy discourses.

### **Strengths, Weaknesses, Opportunities and Challenges**

The plan seeks to build on existing strengths: experience in supporting African scholarship through research and scholarly publications; a transparent and popular research grant system; a lean, competent and motivated establishment; and increasing support from governments, regional bodies and universities.

It aims to remedy weaknesses: financial shortfalls and uncertainty; restriction to conventional programmes; unstable membership; planning and coordination bottlenecks; low quality of research outputs from young scholars, and weak Chapters.

It will capture opportunities: high and increasing demand from trainees and policy sectors; renewed assurance of support from donors; an increasing number of female scholars; strong links with universities; and rising demand for collaboration in research and technical services from regional bodies and international organizations.

It is ready to meet challenges: the disconnect between researchers and policy makers; decline in the quality of research in many universities; human resources constraints and excessive donor dependence.

### **OSSREA's Mission and Vision**

OSSREA's mission remains to enrich the tradition of African scholarship. Its vision is to remain a centre of excellence in the region for the creation and dissemination of knowledge on social sciences.

### **Core strategies**

- Institutional engagement of governments, regional bodies and universities
  - to bridge the gap between research and policy sectors
  - to co-ordinate and optimise research skills and output quality
  - to drive institutional development

- Mechanisms for sustainable funding
  - to enable long-term planning and service growth
  - to resource the quest for excellence
- Expanding capacity and outreach
  - to maximize opportunities for African scholarship
  - to harness network potentials and deliver impact
- Strengthening leadership and process management
  - to ensure performance and credibility
  - to achieve optimum efficiency and effectiveness
  - to build respect and trust with all partners

### **Implementation**

The full-time Secretariat will manage the programmes and process and, with oversight from the Executive Committee on behalf of Congress, will ensure:

- activities remain aligned to the mission
- adequate information is generated and processed
- activities are monitored and resources accounted for
- critical skills and competencies are mobilized



The Executive Committee members

## CONTEXT

- 1.1 In 2011, OSSREA will celebrate its 31st anniversary as a regional institution of research and capacity-building in social science studies. OSSREA was created when Africa was in socio-political and economic crises and had to make structural adjustments that gave less priority to higher education and social science research.
- 1.2 In the 1960s and 1970s higher education received adequate resources to deliver quality, but in the late 1970s and early 1980s there was neglect of higher education and social science research across the continent. This was characterized by a dearth of financial resources, the deterioration of quality, a widening gap between the research and policy communities (and between science and society), and the absence of academic freedom in institutions of higher learning. In this vacuum, Western academics and research models predominated in the production and dissemination of African social science knowledge. Generally, African scholars had neither the opportunity nor the resources to conduct their own research, to develop African-based research methodologies and to produce their own theories and conceptual frameworks to analyze African social, economic and political issues. It was in this context that OSSREA was created to address the challenges faced by the higher education sector and social science researchers in Africa.
- 1.3 While there have been some indications of political, social and economic progress since then, crises persist - manifested by poverty, unemployment, migration, intra- and inter-state conflicts, health challenges, political repression, rampant corruption, environmental degradation, etc. Since 2000 there has

been considerable international interest and committed support for Africa's higher education sectors and social science research, perhaps based on increasing international recognition of higher education's potential to enhance social and economic development and help African countries join the knowledge economy. This renewed interest has not, however, brought a sovereignty of African scholarship nor corrected the unequal intellectual relationship between African and Western researchers. Also, it has not prioritized the need to support networking and strategic partnerships among African institutions.

- 1.4 In this situation, OSSREA has been striving to nurture a distinctive African scholarship, to promote a culture of excellence in scientific research on social development issues in Africa, to foster policy dialogue, to increase the influence of research on development planning and implementation, and to build the capacity of higher learning institutions for research and publication. OSSREA was also mandated to promote the contribution of African scholars to knowledge creation and production in the social sciences. Some of the gaps OSSREA was launched to address have now been filled by many universities in both low and middle income countries. For example, teaching at undergraduate level has improved although workloads still remain a problem. What has not substantially improved is capacity for high quality research, especially at the level of higher degrees. The paucity of supervisory capacity at graduate level still obstructs creation of the competencies and skills required by researchers and policy practitioners to fast-track the continent out of its core policy formulation and implementation bottlenecks.
- 1.5 This document presents an evaluation of OSSREA's past achievements, its orientations, and its aspirations and thrust in the next five-years. Intensive gap and SWOT analyses have been conducted at the headquarters and in eight of the 23 Chapters.
- 1.6 OSSREA has developed two previous plans: one in 1996 for the period 1996–2000 and another in 2006 for the period 2006–2010. Key objectives of the first plan included creation of an effective interface between the policy and research communities and reform of OSSREA's governance structures to meet future challenges. The second plan identified OSSREA's challenges and opportunities, set objectives to create a culture of research excellence, build an effective policy-research interface, and consolidate its governance structure.
- 1.7 Based on the lessons learnt from the past two plans and donors' evaluation reports, the new strategic plan for 2011-2015 provides comprehensive analyses of external opportunities and threats, internal strengths and weaknesses, stakeholders' expectations and leverages. The vision, mission and objectives of OSSREA are defined. Five strategic objectives and 20 major activities have been identified for the period. The plan document includes a Result-based Management Log-frame, which details the actions, timeframes, outputs, outcomes, performance indicators, reach, budget, assumptions and risk-mitigating strategies for each major activity. It also includes a Research Program Matrix that outlines five research clusters with 29 research themes which contain research objectives and countries to be covered under each theme.
- 1.8 Implementation of this strategy will be the collective responsibility of the Executive Committee, the OSSREA Secretariat, the National Chapter Executive Committees and OSSREA's partners - especially universities, think tanks, international and regional organizations, and national policy-making bodies who are the primary target groups for collaborative activities.

- 2.1 OSSREA's membership composes of individuals and institutions engaged in teaching and/or research in the social sciences in Eastern and Southern Africa. Members register, pay fees and take part in OSSREA activities at National Chapter (Liaison Office) level. Currently, OSSREA has 23 Chapters: Angola, Botswana, Djibouti, Comoros Islands, Eritrea, Ethiopia, Kenya, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Rwanda, Seychelles, Somalia, South Africa, Sudan, Swaziland, Tanzania, Uganda, Zambia, and Zimbabwe. Chapters link OSSREA with national authorities and civil society organizations, co-ordinate OSSREA activities in their respective countries, link up with policy makers and organize local research and training activities. They conduct national workshops, research methodology training, scientific debates, networking programmes, and consultancies. They publish proceedings of workshops and take part in OSSREA's specialised research programmes.
- 2.2 OSSREA is governed by a Congress, whose members are representatives of Chapters, which meets every three years to evaluate performance, set new plans, and elect an Executive Committee that meets annually to oversee activities and guide major undertakings. The Secretariat is headed by an Executive Director, who is responsible for implementation of directives from Congress and the Executive Committee, and for day-to-day oversight. There are two directorates (Research and Publications) and a finance and administration department. The Secretariat's 25 employees include directors, coordinators, and technical and administrative staff. These are supported by executive committees of usually three people in each of the 23 Chapters who work on a voluntary basis. OSSREA has financial support from bilateral aid agencies, especially SIDA, The Netherlands Ministry of Foreign Affairs, NORAD and IDRC. OSSREA has developed an extensive network of collaborative partnerships with key universities in the region and is in the process of establishing institutional relationships with regional organizations, especially the African Union, African Development Bank, African Capacity Building Foundation and several regional economic communities. In addition, it has collaborative partnerships with individuals and institutions in both the Northern and Southern hemispheres.

- 3.1 Methods used to develop this plan include strategic planning workshops at the Headquarters and at eight Chapters, interviews with key personnel, and document review. Two workshops— one full day and another half-a-day—were organized at the OSSREA Headquarters for professional and then administrative staff. Participants were introduced to various data-collection instruments; they completed forms and presented at the workshop. Issues raised were discussed thoroughly in the workshop and were taken as inputs. SWOT analyses were conducted; stakeholder demands and leverages were identified, strategic issues were assessed; and vision, mission and objectives were articulated.
- 3.2 The eight Chapters visited for intensive consultation on the draft strategic plan and on how to develop national chapter strategic plans were Botswana, Kenya, Namibia, Rwanda, Sudan, Swaziland, Tanzania and Uganda. At a joint meeting of the Executive Committee and national chapter leaders, the gap and SWOT analyses reports were discussed and the new research programme which forms part of the plan was endorsed. The final process was the development of the Results-based Management Log-frame, produced by the Secretariat.

### RATIONALE AND EXPECTED RESULTS

- 3.3 This strategy seeks to revitalize synergies between OSSREA, universities, international and regional organizations, and national policy-making and implementing bodies, especially to:
- strengthen competencies and critical skills for scientific research in higher learning and research institutions, and in think tanks
  - address policy research deficits that create gaps between policy researchers, policy practitioners and policy makers. Disconnect between the three streams - research, policy and practice - has its roots in the way research on policy is organized, conducted and disseminated.
- 3.4 Major ways to bridge the gaps are to institutionalize social science research, conduct capacity-building activities, and fund research undertakings. Implementation will be more successful through institutions than individuals, and if capacity support targets individuals through their institutions. This approach ensures both institutional and individual capacity development.
- 3.5 This development will in turn enhance the competencies of individuals within organizations to address issues holistically. It will reduce or eliminate disconnects between individual proposals and organizational development goals or development objectives of national and regional bodies.
- 3.6 OSSREA cannot separately address the needs of all organizations that deal with social issues. Universities and research think tanks are identified as key strategic partners, as through them OSSREA can help the generation of knowledge that strengthens academic disciplines that will in turn put African intellectuals in the global mainstream.

- 3.7 OSSREA has identified a chronic problem in most research institutions as lack of support for high quality publishable materials. The biggest constraints are in the area of Ph.D. theses and post doctoral research results. Future strategy is predicated, among other things, on supporting disciplinary strength in Ph.D. training followed by capability of Ph.D. students to publish some of their findings in reputable journals during their Ph.D. courses. To reduce the publication gaps for both senior and young scholars, OSSREAs strategy is to support publication of one or two journal-quality articles from each scholar.
- 3.8 The new strategy will promote policy dialogue platforms based on better linkages between researchers themselves, researchers and policy managers, researchers and policy makers, and combinations of all these. Research clusters will team up scholars for comparative research. Through the proposed research school, OSSREA expects to provide support to selected universities to fast-track their Ph.D. programmes through collaborative teaching and research. This will help produce a crucial core of well-trained researchers, pool limited human and other resources, and provide frameworks for networking among the collaborating universities and their staff.



Some Liaison Officers

4

## SWOT ANALYSES

To explore the external environment in which it is operating and the internal environment in which it is functioning, OSSREA has undertaken a SWOT analysis.

### Strengths: Enhancing Factors

#### 4.1. Rich experience in providing African scholars ample opportunities to conduct research, and in building researchers' capacity

OSSREA is well regarded by both beneficiaries and donors as an asset for African scholars. In the past 30 years, OSSREA has fostered more than 1,000 scholars of all cadres to set their own research agenda, to carry out in-depth and analytical research on social science issues confronting Africa, and to produce social science knowledge with relevant input to public policy and dialogue. Further, it has offered training courses in research methodology and gender mainstreaming to equip African scholars with state-of-the-art techniques in these fields.

**Table 1: Research grant categories and total number of grant awardees by gender**

Categories of research grant awards	Number of grantees			
	Female	Male	NI	Total
Young Scholars research grant				
Gender issues research grant (1989-2009)	150	115	25	290
Social science research grant (1988-2009)	53	233	8	294
Total Young scholars	203	348	33	584
Post-doctoral research grant (2004-2009)	8	12		20
Sabbatical research grant (2004-2009)	6	14		20
Senior scholars research grant (2001-2009)	10	41		51
Total number of grantees (all categories)				675

**Table 2: Types of capacity-building programs and total number of trainees at Chapters and Regional level**

Type of capacity building program	Number of trainees
Research methodology training (2000 – 2009)	445
Gender training (2005-2007)	104
Total	549

#### 4.2 Reputable publications

OSSREA has a proven system for publication, documentation and dissemination of research outputs. Through its books, monographs, tri-annual bulletin, and the internationally recognized social science journal (EASSRR), OSSREA has achieved prominence in the production and dissemination of social science knowledge. The books and the journal have high academic quality and international reputation; they undergo rigorous peer review; they are used by several African and Western-based universities and research institutions for teaching and research. Some of the books are co-published with reputable international publishers. Between 1985 and 2010, OSSREA has produced and disseminated two issues of the EASSRR Journal per year and 155 peer-reviewed books in total.

**Table 3: OSSREA publications by thematic areas (1985-2010)**

<b>Thematic areas</b>	<b>Number of publications</b>
HIV/AIDS and Gender Issues	33
Natural Resources Management (NRM), Agriculture and Environment	33
African Conflicts, Migration, and Peace	10
Good Governance, Democracy and Human rights	9
Dry-lands Husbandry Project (DHP) and Pastoralism	12
Poverty Reduction Strategies (PRSP)	12
Trade, Investment and Economic Development	12
Miscellaneous	34
<b>Total</b>	<b>155</b>

#### **4.3 Well functioning documentation centre**

OSSREA has a documentation centre in Addis Ababa holding 2,500 books and journals which are widely used through a library system with an organised search database.

#### **4.4 Transparent grant award system**

OSSREA's grants system for young scholars, sabbaticals, senior researchers and post-doc fellows is acknowledged as rigorous, credible, effective and transparent. Research grants are determined by juries. OSSREA helps identify manuscript reviewers from a wide range of social sciences experts in Africa and worldwide, and has continuous follow-up disciplines.

#### **4.5 Good internal working relationships**

After earlier difficulties, participatory and transparent management practices now prevail and employees are working cooperatively, with professionalism and with positive internal networking.

#### **4.6 Lean structure**

OSSREA performs its activities through two line units (research and publications) and one staff unit (administration and finance). The structure is lean and simple and allows easy coordination of activities and smooth flow of information.

**Figure 1: OSSREA Organigram**



**4.7 Capacity to do more with less**

Despite severe financial constraints over recent years, the OSSREA Secretariat has maintained a high standard of service delivery in research and capacity building and it has cleared the publications and the financial accounts backlog. The performance potential, given more resources, is clear.

**4.8 Employee competence and motivation**

OSSREA has 12 professional and 13 administrative staff. Their qualifications and experience are appropriate in each assignment. Some staff work well in collaboration where activities (such as organizing workshops and training) call for joint efforts. Many members of the administrative staff are willing to provide support to the technical units. Professional staff show strong commitment to the objectives of their units.

**5.1 Adherence to conventional programmes and means of delivery**

In recent years, too few new programs or projects have been developed to research pertinent regional issues. Innovative research and capacity building programs to ensure the continued existence of OSSREA and secure more funding have been lacking. Alternative mechanisms for knowledge creation such as commissioned research, contract research, comparative and collaborative research have not been attempted. This has limited OSSREA's contribution to new frontiers of knowledge.

**5.2 Unsustainable financial position**

For the past five years OSSREA has not been able to mobilize enough donors or other funding for research grants. In 2007 the plan to award grants for 30 young scholars, 5 sabbaticals, 4 senior researchers, and 4 post-doctoral fellows was not totally achieved. In 2008 no grants were awarded. In 2009 the plan to give grants for 30 young researchers, 4 senior scholars, 4 post-doctoral fellows, and 5 sabbaticals was reduced to only 10 young and 2 senior scholars. One of the problems is over-reliance on conventional resource mobilization.

**5.3 Planning and coordination bottlenecks**

Between 2005 and 2007, planning became over-centralized and coordination between units weakened. There was no unity of commands, and friction between major units arose. This was exacerbated by the fact that the Finance and Administration unit primarily served the Executive Office and marginalized the affairs of the directorates. As a result, information bottlenecks surfaced, files and grant and contract information became personalised, and accounts were not disaggregated per activity. Between 2008 and 2009 corrective measures were taken to harmonize systems, enhance internal communication, institutionalize procedures and integration of funds and budgets. More needs to be done to institutionalize improved management systems and procedures as well as coordination of budgets and funds.

**5.4 Policy gaps**

Some areas of policy and procedure are not sufficiently systemized, and some need to be updated. Problems exist in each directorate, in areas including management of grants, defaulters, reviewers, and juries; human resource management (eg staff development, leadership succession); ICT (eg procedures of backup and restoring, provision of content for publishing, helpdesk services, supporting devices and network infrastructure). New policies are needed to make it easy to identify responsibilities, evaluate performance, link salaries to activities and make directorates and units more accountable.

**5.5 Membership registry**

No system exists to show Chapter membership figures over time, nor precise individual membership profile and fee payment status in the Chapters, nor particulars of institutional membership such as country, nature of undertaking and other details, nor updates on membership circulation within and between Chapter countries. Currently members are "lost" when they move from one country to another.

## **5.6 Training programme challenges**

OSSREA's research capacity-building services through training on research methodology and gender mainstreaming are in high demand, but face many problems.

- some planned training activities have not been conducted because of shortage of funds
  - funds set aside for training have supported only some countries
  - low fee rates make recruitment of lead facilitators difficult
  - criteria for selection of facilitators is not well developed and approved
  - lack of information on funding makes advance planning of courses unpredictable
  - up-to-date data on applicants and facilitators is not sufficient to make the selection process easy and transparent
  - OSSREA has not conducted tracking studies to measure the impact of courses on research capacity
- These weaknesses affect the quality of training programs and the capacity to assess their relevance and contribution to research capacity development.

## **5.7 Research output by young scholars**

The standard of research output from young scholars is a cause for concern – especially the tendency to place description and narrative information above analysis, failure to establish validity and reliability of methods, and weaknesses in statistical techniques. Causes include lack of mentorship, insufficient emphasis on writing skills, and no “continuous learning” forum for young scholars. The quality of some reports – even from senior scholars, sabbaticals, and post-doctoral fellows – also falls below expectation.

## **5.8 Management of grants and grantees**

The system of managing and monitoring grantees – provision of services and information, follow-up and recording of performance and payments - has lost momentum since 2005. While these problems are being addressed an adequate and effective monitoring and contract enforcement system needs to be put in place.

## **5.9 Relationship between Chapters and Headquarters**

Communication between Chapters and Headquarters has been erratic. While most Chapters have organized workshops and discussion forums, many have not initiated research or capacity building projects and maintained membership records. Some have not been accountable for publications and the yearly subsidy sent from headquarters. Part of the problem is that Chapters are poorly funded and incapable of employing workers. The seed money provided for their core activities is very small, and some cannot raise funds locally. There is also an acute need to develop a system of networking among chapters, to create national Chapters' websites, and to empower and enable Chapters to act on-behalf of OSSREA in their respective countries

## **5.10 Jurors and Reviewers**

OSSREA's long and successful experience working with juries and reviewers has been more speculative than strategic. There is not yet a system for identifying reviewers who are specialized in particular social science areas, nor a directory of reviewers /social scientists in the region beyond lists compiled in 1994 and updated in 2001 without e-mail or telephone contacts. The selection of reviewers and jurors has continued to be ad hoc and wanting in transparency. There is need for a systematically compiled and updated data on these resources in the region and the diaspora, with guidelines on transparent selection.

## **5.11 Avenues for disseminating research output**

Distribution outlets (eg direct mail, book fairs and on-line services) are few and published materials are not usually distributed on time. Recent trebling of postal charges has made conventional means more problematic. It is not clear how many of OSSREA's publications are accessed and used. The Secretariat's search for new avenues of dissemination is pivotal.

### **5.12 Human resources development policies**

OSSREA does not have a formal staff development program. Some staff members have taken the opportunity of evening courses at Addis Ababa University that lead to a BA degree. A few are attending short-term online training programmes in foreign countries. However, training is on a case-by-case basis, not founded on OSSREA's human resources needs and not systematically supported through funding or time allowance. In 2009 the Secretariat gave limited funding for lower categories of staff to upgrade their operational and communication skills and gave study leave to technical and professional staff doing higher degrees. These initiatives have yet to be built into a long term human resources and management development plan, especially on short-term training that leads to retooling the technical capacity of the administrative and professional staff.

### **5.13 Inadequate IT Infrastructure**

OSSREA's IT infrastructure is not well developed and requires the installation of different systems—upgrading the library system and introducing a new database program, systems for internal messaging and collaboration, e-learning, document management, research database, web-based ERP, etc. Headquarters' connectivity is ill-equipped to make use of Internet-based ICT services. Service to OSSREA customers outside Ethiopia is particularly afflicted by the absence of an online ordering and payment facility. Most of these problems are not OSSREA-specific, but depend on national policies and bandwidth. A search for new entry points needs to continue.

### 6.1 Favourable attitudes from African Governments

African leaders increasingly recognize the need for African-based social science knowledge in its own right and as a vital policy input. OSSREA's research outputs on poverty reduction, conflict, HIV/ AIDS, good governance and related social issues are being used to inform policy making and implementation. OSSREA has launched collaborative research projects with the Ethiopian government in policy reform. It is negotiating collaborative research methodology courses with parliaments in Botswana, Namibia and the East African Community. There is existing and growing opportunity for OSSREA to continue conducting policy-oriented social science research that supports government goals of political, social and economic development.

### 6.2 Supportive relationships with regional and international organizations

OSSREA has established links with AU, ECA, COMESA, IGAD, SADC, ILO, UNDP, ACBF, UNFPA, UNHCR, the African Development Bank, etc, some of whom have approached OSSREA for commissioned research and consultancy. OSSREA has observer status in all AU meetings. OSSREA is thus in an advantageous position to network and conduct joint research activities on African socio-political issues. Negotiations are on-going for more tangible collaborative activities with regional bodies.

### 6.3 Increasing number of applicants for research methodology training activities

For more than two decades, OSSREA has been providing research methodology and gender mainstreaming courses, and the beneficial results are well recognized. The number of applicants for training far exceeds the number of places available, indicating the need for, and value viability of capacity growth.

**Table 4: Number of applicants versus participants enrolled in the training programs at Regional level**

Research methodology training program			Gender training program		
Year	Applied	Accepted and benefited	Year	Applied	Accepted and benefited
2000	156	28	2005	39	9
2001	184	31	2006	104	13
2002	124	34	2007	43	15
2003	220	34	2008	51	17
2004	245	35			
2005	186	39			
2006	178	41			
Total	1293	242		237	54

#### 6.4 Commendable overall record of performance

The validity of OSSREA's mission, and its on-going importance, is widely recognized for its relevance to African Scholars and universities, its contribution to production of social science knowledge in Africa, and the impetus it gives African academics (often marginalized in the global production of knowledge) to think and write about African social problems and opportunities. A recent external evaluation report (SIDA Evaluation 2007) stated that OSSREA's research and training grants demonstrate relevance, quality, effectiveness, and transparency. It also appreciates OSSREA for continuing to deliver on capacity building and institutional strengthening.

#### 6.5 Increasing number of female scholars

The increase in the number of female researchers in OSSREA's programmes (including post-doc and senior scholar levels) provides role models, capacity to better address gender issues, and reveals African challenges and opportunities from different perspectives etc.

**Table 5: Number of female applicants for post doctoral and senior scholars grant programme**

Year	2004	2005	2006	2007
Female number of applicants post doctoral grant	4	8	7	12
Female number of applicants for senior scholar research grant program	3	11	12	12

#### 6.6 Goodwill from OSSREA members

Members of the 23 Chapters are enthusiastic senior and young scholars who are committed to social science research in Eastern and Southern Africa. Some of the Chapters are equally committed to mobilizing scholars and the promotion of relevant African-based social science research. The wide Chapter network allows OSSREA to reach and tap into expertise throughout the region and to make itself more visible and relevant. With websites, Chapters could become national reference centres.

#### 6.7 Continued commitment of international donor agencies

For the past 30 years, OSSREA has been generously funded by international donors, especially SIDA, the Netherlands Government, NORAD and IDRC. While in one sense OSSREA's over-dependence on donor funding is a weakness (90% of the annual budget has come from donors) the prospects for maintaining and increasing this support are good. Except for recent holdbacks owing to management and financial crises that surfaced in 2007, OSSREA has been in good financial standing and has continued to get the necessary support and commitment from donor agencies. OSSREA has also managed to reorganize itself very quickly after the internal crisis of 2007, clearing its publications backlog and securing clean certificates of accounts in 2008 and 2009. This has increased the potential for continued donor trust and support.

#### 6.8 Strong links with institutions of higher learning

Many universities in the region are planning to produce a large number of Masters and Ph.D. graduates, although they are challenged by lack of resources and capable professionals to teach and guide the research activities. OSSREA has long and close relationships with these institutions and an acknowledged role. All national chapters are physically hosted by universities. Some have Memoranda of Understanding with the universities on working partnership. With such goodwill and with OSSREA building capacity for university researchers, potential for advanced cooperation is high.

### **6.9 Information communication technology**

Advanced communication systems -internet service, online forums for capacity building, dialogue and networking, online journals, online transaction (e-commerce), e-learning facilities, internal messaging and collaboration systems, document management systems, increased bandwidth etc – have huge potential. If existing national policy and bandwidth problems are solved, OSSREA can increase its IT-based service delivery, enabling members and other users to share documents and access global research outcomes. OSSREA can also use online transaction to sell its publications in all parts of the world and maintain an online membership directory.

### **6.10 Increasing demand for continuous and in-depth research**

High demand for OSSREA's services is assured. Eastern and Southern Africa's political, social and economic challenges and opportunities require in-depth research to explore and analyze their causes and dimensions and to suggest possible remedies. Poverty, conflict, bad governance, HIV/ AIDS, migration, unemployment, climate change, etc, are persistent. This presents a regional research organ with both an obligation and a hungry market.

### **6.11 Widening scope for collaborative research, consultancy and capacity building programmes**

OSSREA is increasingly approached by regional and international organizations to conduct commissioned research. There are also requests from individuals and academic institutions on the twin capacity-building programmes -research methodology and gender training. These trends present outreach, capacity and revenue opportunities.

**7.1 Link between academic researchers and policy makers**

As a leading research and capacity building organization, OSSREA aspires to work with governments in the region to close the gap between policy and research. There are, however, challenges to be overcome. Some of them are: a) politicians' wariness towards research findings that question the feasibility and appropriateness of existing policies or that are contradictory to their policy agenda; b) politicians' reluctance to accept alternative policies suggested by researchers; c) researchers' tendency to be overly critical of existing government policies without suggesting viable alternatives; d) researchers' inability to package their findings in a language and format that can easily be understood by, and be accessible and acceptable to, policy-makers; and e) governments' unwillingness and lack of resources to finance social science research.

**7.2 Commitment from researchers to produce quality research outputs**

Some scholars in the region are reluctant to develop new African-based social science theories and methodologies or even innovative research output. To the detriment of relevance, very few develop or use African case studies in higher learning institutions. In some cases, it is impossible to attract high-calibre researchers in particular social science fields. Moreover, OSSREA has had a number of dropouts of grantees who have not completed their research work within the agreed time, or at all. The reasons for such problems include staff mobility, OSSREA's competition with other agencies for commitment of the same researchers, lack of time due to heavy teaching loads by some teachers/researchers, and lack of continuous support and monitoring.

**7.3 Competition from other research and consultancy institutions**

In the region, the competition for donor-funded research activities and consultancy work is intense. There are many interests vying for funds from similar donors. OSSREA needs to promote its distinctive role and to network with these institutions to minimize duplication of effort.

**7.4 Donor dependence**

OSSREA has not been in a position to create its own sources of funding. Since its establishment, 90% of OSSREA's expenditure has been covered through funding from a limited number of donors. During the period 2007–2009, it experienced different funding problems—some donors questioned the long-term sustainability of OSSREA, and the global financial crisis has obstructed efforts to widen its financial base. This challenges the organization to look for ways to guard itself against financial insecurity, such as widening the donor base, anchoring its activities in the programmes of regional organizations such as the AU, ECA and the RECs, increasing funds through contract research, respecting the requirements of the active donors, and keeping the good image of OSSREA as a reputable and transparent research and capacity-building organization.

**7.5 Networking with members, Chapters, regional and international institutions**

OSSREA can enhance its relevance and visibility through networking with relevant organs or

stakeholders, and utilizing them most effectively. The challenges for OSSREA are looking for ways and means to develop a clear and appropriate strategy to expand its network, and use it well to generate funds, mobilize qualified and talented researchers, disseminate its research outputs, and to link policy and research.

## 7.6 Human resources retention challenges

For the past three years OSSREA has operated with a small number of professional staff, the majority of whom are Ethiopians. To reflect the regional nature of the organisation, OSSREA will need to increase the number of staff from other member countries. With limited financial resources, recruiting, motivating and retaining such staff remains a serious challenge.

**Table 6: Summary of OSSREA's SWOT**

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Rich experience in providing African scholars with ample opportunities to conduct research</li> <li>• Reputable publications</li> <li>• Well functioning documentation centre</li> <li>• Transparent grant award system</li> <li>• Good interpersonal relationships among staff</li> <li>• Lean internal structure at HQ</li> <li>• Capacity to do more with less</li> <li>• Acceptable level of employee competence and motivation at HQ</li> </ul>	<ul style="list-style-type: none"> <li>• Too focussed on conventional programmes and means of delivery</li> <li>• Unsustainable financial position</li> <li>• Planning and coordination bottlenecks</li> <li>• Policy gaps</li> <li>• Membership registry needs updating</li> <li>• Problems in scheduling and running methodology courses</li> <li>• Research output by young scholars demands improvement</li> <li>• Managing grants and grantees not systemized</li> <li>• Relationship between Chapters and Headquarters needs to be strengthened</li> <li>• Ad hoc election of jurors and reviewers</li> <li>• Too few avenues for disseminating research findings</li> <li>• No formal human resources development policy</li> <li>• Inadequate ICT infrastructure</li> </ul>
Opportunities	Threats/Challenges
<ul style="list-style-type: none"> <li>• Favourable attitudes from African governments for social sciences research</li> <li>• Supportive relationship with regional and international organizations</li> <li>• Increasing demand for research methodology training</li> <li>• Strong overall performance record</li> <li>• Increasing number of female scholars</li> <li>• Goodwill from OSSREA members</li> <li>• Continued commitment of international donor agencies</li> <li>• Strong links with higher learning institutes in the region</li> <li>• Potentials of better IT</li> <li>• Real and considerable need for continuous and in-depth research</li> <li>• Wide demand for OSSREA's research, consultancy and capacity-building programmes</li> </ul>	<ul style="list-style-type: none"> <li>• Link between academic researchers and policy makers</li> <li>• Commitment from researchers to produce quality research outputs</li> <li>• Competition from profit-making research and consultancy institutions</li> <li>• Donor dependence</li> <li>• Networking with its members, Chapters, regional and international institutions</li> <li>• Human resources retention</li> </ul>

- 8.1 The process of strategic planning enabled OSSREA to identify the organisation's key stakeholders and their concerns and expectations, and to explore how they influence the organisation. OSSREA has carried out an extensive exercise to identify institutions that have any kind of stake in its overall operations. It has also analysed their interests/expectations, their contributions and their possible reactions if their interests are not met (see Table 7).
- 8.2 Internal stakeholders include staff, Chapters and OSSREA members. They have a joint responsibility to meet the needs of beneficiaries -mainly the poor African communities upon whose needs the whole OSSREA mission is predicated. External stakeholders include universities, individual researchers, grantees and trainees who seek to address the concerns of poor sectors of the region; authorities (donors, national governments, regional and international organizations) and other actors addressing the development needs of communities.
- 8.3 Working very closely with universities and researchers will enable OSSREA not only to fulfil its mission of addressing the development needs of the poor, but will also enable research sectors to deliver effectively on policy research. Linking research and policy will help donors and regional and national authorities to achieve their development objectives.

**Table 7: Stakeholders Analysis**

Stakeholders	Interest/expectations	Contributions	Risk if expectations not met
1. OSSREA Members	To participate in major decisions, obtain access to information/research findings; benefit from opportunities—research grants and training; define research agenda; network with other researchers.	Financial; intellectual—defining research agenda and participating in research work, end users of research outputs, participating in OSSREA training programmes and workshops, disseminating information, making OSSREA more visible.	Passive participation; stop paying membership fees; badmouthing; complain; withdraw from OSSREA membership.
2. OSSREA Chapters	Act in behalf of and represent OSSREA in their respective countries; participate in major decisions; conduct research through their members; organize policy and training workshops; disseminate information; expand network.	Mobilize members and resources; define research agenda; create and disseminate knowledge; build the capacity of their members; make OSSREA visible and relevant in their respective countries.	Make Chapters inactive and disorganized; chapters forming themselves onto autonomous organizations
3. Researchers, scholars, academicians	Opportunity to conduct research; to contribute to OSSREA's capacity building; to publish; to network with other researchers; recognition	Generate and disseminate social science knowledge; define research agenda; review and assess research manuscripts; make OSSREA more visible.	Discontinue being part of OSSREA's research and capacity building activities.
4. Grantees and Trainees	Get technical and financial support to conduct research; involve in training and workshops to develop capacity; publish; network with other researchers.	Generate information and knowledge; define research agenda; make OSSREA visible and relevant.	Stop applying for OSSREA's research grant programs; training and workshops; criticize and complain
5. Donors - major (SIDA/SAREC, NORAD, Netherlands Ministry of Foreign Affairs); others (IDRC, FORD Foundation, ADB)	OSSREA's programmes supported; effective, efficient and transparent use of resources; timely and high quality of research outputs that addresses social problems; sustainability of activities; policy impact; visibility of OSSREA; expanded network; value for money.	Continued support and financial assistance; defining research agenda; end users of research outputs; monitoring and evaluating OSSREA's performance; make OSSREA more accountable, relevant and visible.	Decrease or withdraw financial and material supports; reject OSSREA services.
6. All universities in the regions	Research grants and capacity building programs for their staff; Collaborative research work; quality research output or publications to be used for research and teaching; institutional membership networking.	House OSSREA's chapter offices; mobilize members; define research agenda; undertake research projects; end users knowledge; OSSREA members.	Stop housing OSSREA and withdraw from OSSREA's activities

**Table 7: Stakeholders Analysis**

Stakeholders	Interest/expectations	Contributions	Risk if expectations not met
7. Collaborating Universities and research institutions	Collaborative research work; high quality research output or publications to be used for research and teaching; institutional membership networking.	Capacity enhancement for higher degrees especially Ph.D. programmes; institutional capacity development for managing the research programmes ; supporting the publication and dissemination capacity of staff; technical and financial support; defining research agenda; undertake joint research projects; become OSSREA members; end users and disseminators of OSSREA's research outputs; make OSSREA more visible.	Lack interest to work with OSSREA; and undermine OSSREA's research output.
8. International and Regional organizations—ACBF, ADB, AU, COMESA, EAC IGAD, ILO, IMF SADC, UNDP, UNICEF, UNECA, , WB,	Collaborative research work; delivery of quality action-oriented research output or publications; partnership and networking.	Financial support; commissioned research projects; institutional membership.	End partnership and collaborative research.
9. Governments of OSSREA member countries	Research outputs that inform public policy; capacity building programs for their higher learning and research institutions; collaborative research work.	Legitimacy; financial support; end users of research outputs networking; make OSSREA more visible and relevant.	Lack confidence and interest to work with OSSREA; and undermine OSSREA's research outputs.
10. Staff members	Enabling and stable working environment, adequate facilities; motivating pay and incentive mechanisms; training and development; recognition	Realize OSSREA objectives through performing its activities, engage in research, training, publications and consultancy services	Lack of motivation, absence of smooth functioning of various units, limited contributions, increased turnover
11. Service providers— Publishers (Project Muse, African Journal online, ABC publication); information services (internet service providers); and suppliers of office utilities and equipments.	Smooth working relationship; respecting contractual agreements; transparency.	Publications on time; internet services, supply utilities and equipments.	Poor service delivery

## SUMMARY OF THE SWOT AND STAKEHOLDER ANALYSES

- 9.1 From the SWOT analysis, it is clear that OSSREA should continue providing social science scholars in Eastern and Southern Africa with opportunities to conduct research, to set a research agenda of their own, and to promote social science knowledge production with relevant input to public policy and dialogue in Africa. Most of OSSREA's publications have high academic quality and international reputation and have been used by several African and western-based universities and research institutions for teaching and research. A well-functioning documentation centre, transparent grant award system, lean internal structure, good interpersonal relationship and good level of employee competence and motivation are striking strengths OSSREA should maintain.
- 9.2 Shortcomings include the need for effective operational planning, dynamic operational policies and procedures, up-to-date registries of members at Headquarters and Chapters; efforts towards cutting-edge research outputs, strengthening collaboration with institutions of higher education in research and training; better management of grants and grantees; stronger relations between Chapters and Headquarters; policies to guide the selection of jury members and reviewers; new avenues for disseminating research output; clear staff development plans linked to OSSREA's activities; and more creative ways of using IT and mobilizing resources. Moreover, OSSREA needs a new generation of research projects covering new areas of research and capacity development.
- 9.3. There is wide demand for OSSREA's research, consultancy and capacity-building programmes; African governments' have an appetite for social sciences research; and regional and international organizations such as the AU, ACBF, ADEA, ADB, ECA, COMESA, EAC, IGAD, ILO, UNDP and others are supportive. External situations that provide OSSREA with ample opportunities include: increasing demand for research methodology workshops for Ph.D. and other higher degree students; the goodwill from OSSREA members to actively participate in research and capacity-building activities; the continued commitment of international donor agencies; the strong links between OSSREA and higher learning institutions; ICT and the increasing demand for more in-depth empirical research and dissemination of research results.
- 9.4 The external environment has not been conducive to Research-policy linkage. OSREA has heavy donor dependence and strong competition from other research and consultancy institutions vying for similar support. Networking with members, Chapters, regional and international institutions is not as strong as it could and should be.
- 9.5 OSSREA's stakeholders have different demands and leverages. Chapters expect to act on behalf of and represent OSSREA in their respective countries, to participate in major decisions, to conduct research through their members; to organize policy and training workshops; to disseminate information; and to expand networks. Donors expect value for money; effective, efficient and transparent use of resources;

timely research outputs of high quality that address wide areas of social problems and have policy impact. The higher learning institutions in the region demand research grants and capacity building programs that enhance their own research and staff development programmes; collaborative research work; a wider scope of research outputs; support for staff to publish high-quality research output; and networking with other learning and research institutions in both south and north. Nonetheless, stakeholders' expectations share a common denominator: using research to enrich policy for poverty alleviation in the region.

- 9.6 Informed by the SWOT and stakeholders analyses, the following sections provide OSSREA's vision, mission and goals as well as the strategic objectives and activities.

**10.1 The Vision**

To remain a centre of excellence for the creation and dissemination of social science knowledge as well as linking social science research with public policy and practice in Eastern and Southern Africa.

**10.2 The Mission**

To enrich an African research tradition that responds to national and regional challenges and opportunities through building the capacity of and opportunity for social science scholars in Eastern and Southern Africa.

**10.3 The Goals**

To enhance the capacity of, and provide opportunities for, African scholars to conduct social science research and promote the expansion of an African research tradition.

To enhance the visibility of OSSREA through networking and disseminating its research outputs.

To facilitate dialogue, cooperation and collaboration between researchers, academicians and policy-makers in Africa and strengthen the interface between public policy and social science research



## || OSSREA'S STRATEGIC FRAMEWORK

OSSREA has identified five strategic objectives and 20 major activities for the strategic plan period.

### **Strategic objective 1:**

#### **Widen the scope and improve the quality of social science research**

- Activity 1.1: Conduct research on identified research themes by engaging key scholars in the region, including the diaspora.
- Activity 1.2: Strengthen the research capacity of African universities through the establishment of research schools and by promoting publication of research results in books and journals.
- Activity 1.3: Conduct research through offering competitive grants to young, senior, sabbatical, and post-doc researchers, and giving preference to those involved in staff development programmes in African universities.
- Activity 1.4: Offer training programs on gender mainstreaming, gender budgeting and auditing in academic and policy-making institutions.
- Activity 1.5: Establish and implement monitoring systems to evaluate the effectiveness and quality of research and capacity-building programs.

### **Strategic objective 2:**

#### **Enhance the social science research and public policy interface**

- Activity 2.1: Organize policy dialogue fora between social scientists and policy makers in the region, to jointly set research agenda and discuss how to use research output as policy input.
- Activity 2.2: Identify political and administrative impediments (and remedies) to effective cooperation between research institutions and government agencies.

### **Strategic objective 3:**

#### **Establish a stable and sustainable funding framework**

- Activity 3.1: Strengthen relations with existing donors and establish networks with donors and African governments to create new sources of funding.
- Activity 3.2: Strengthen links with regional organizations and national authorities for collaborative research, contract research and consultancy services.
- Activity 3.3: Implement a three-tier funding system: core budget and capacity building budget (funds from development partners); and special project budget (funds from contract research, other projects and mission-related consultancy).

Activity 3.4: Mobilize funding for OSSREA's endowment fund through organizing pledge events and soliciting donations from regional bodies, national authorities, corporate bodies and individual philanthropists.

#### **Strategic objective 4:**

##### **Expand the outreach/visibility of OSSREA**

Activity 4:1: Increase the dissemination of research outputs and Ph.D. theses.

Activity 4.2: Create new networks and strengthen existing networks with education and research institutions, donors, governments, and policy bodies such as RECs, parliament and NGOS.

Activity 4:3: Build a databank of researchers, scholars and consultants in the region.

Activity4:4: Develop systems and resources for networking with partners and stakeholders.

#### **Strategic objective 5:**

##### **Strengthen strategic leadership and governance structures**

Activity 5.1: Review the OSSREA constitution and existing policies and procedures on the management of human resource, finance, materials and information sharing and exchange.

Activity 5.2: Improve administration of grantees and members.

Activity 5.3: Strengthen the relationship between the Headquarters and Chapters and enhance the effectiveness and accountability of Chapters.

Activity 5.4: Set up a Quality Assurance Committee for assessment and guidance on the quality and effectiveness of research and capacity-building programs

Activity5.5: Improve the organizational structure and effective leadership of Chapters and Headquarters.

## **GUIDING PRINCIPLES**

This strategy is guided by the following principles:

- **An holistic approach** to capacity development that combines individual, institutional and organizational development.
- **Complementarity** between the research capacity development needs of institutional partners and those of OSSREA
- **Selectivity:** Priority to institutions of higher education that are also involved in research and capacity development for research, publications and dissemination with view to influencing policy. Other sectors will be prioritized according to demand.
- **Results and outcome-driven activities:** in choosing activities and partners, a key criterion will be potential for verifiable and measurable results and impact. Self assessment will be guided more by outcomes than quantum of inputs.
- **Quality versus quantity:** quality will take precedence in assessing outcomes and impact of activities, publications and training courses.
- **Timely reporting and accounting:** this will be a guiding principle for OSSREA towards donors and it will be expected from management, staff and grantees.

## **IMPLEMENTATION**

This strategic plan will be implemented under the oversight of the OSSREA Executive Committee on behalf of the Congress. The Secretariat will do the following:

- Establish information systems linked to all stakeholders in terms of their policies, priorities, programmes and schedules of activities;
- Ensure research, capacity building and other activities remain aligned to the vision and mission of OSSREA and the overarching objectives of poverty reduction and strengthening good governance;
- Ensure the capacity needs of all stakeholders are assessed before interventions are launched;
- Establish effective monitoring systems to encourage and enable innovation and renewal;
- Maintain critical skills and competencies required to carry out the mission and implement the strategy;
- Maintain a lean, agile, flexible and responsive secretariat with capacity for rapid response to changing situations.

## **MANAGEMENT MATRIX**

A Result-based Management Matrix has been used in working out the strategic objectives, key activities, budget needed, expected outputs, outcomes, indicators, and assumptions (Table 8).

**Table 8: result based management matrix**

**Strategic objective 1: Widen the scope and improve the quality of social science research**

**Activity 1.1: Conduct research on OSSREA's identified themes through recruiting key scholars in the region, including the diaspora**

Action	Time frame – year					Output	Outcome	Performance indicators	Reach	Budget	Assumptions/ risk mitigating strategy
	1	2	3	4	5						
1) Develop research proposals in OSSREA's five thematic areas	✓	✓				1) 30 research proposals developed	1&4) African-based knowledge generated and disseminated to policy makers and other stakeholders in the areas of employment and migration, social policy and development, gender, natural resource management, and political governance	1) Number of research proposals developed and percentage of proposals which secure funding	23 OSSREA Chapter offices; policy makers in countries of Eastern and Southern Africa; international and regional organizations; donors; higher learning and research institutions	1,2&5) core budget	Government and donor commitment to support social science research/ net-working and dialogue
2) Identify senior and young researchers (in case study countries); and establish research teams for each cluster	✓	✓	✓	✓	✓	2) 30 research teams created	2) strong and sustained financial capacity to conduct research	2) Number of research teams created		3) USD 150,000	Adequate and competent staff at HQ/ recruitment of qualified staff
3) Develop and launch research methodology workshops for each cluster	✓		✓			3) 5 research methodology workshops conducted	2,3&4) Capable and skilled research teams created	3) Number of research methodology workshops conducted		4) USD 9 million (30*300000)	Commitment of OSSREA members and Chapters/ continuous communication and periodic meetings
4) Conduct research on the five clusters (30 research topics)	✓	✓	✓	✓	✓	4) 30 research projects completed and reports submitted (6 research projects per year)	5) strong and sustained financial capacity to conduct research	4) Number of research reports submitted and percentage of publishable reports; number of books published, distributed and sold to policy makers and other stakeholders; yearly increase in book orders			
5) Chapters and HQ to mobilize funds to develop proposals and carry out the study on the new research programmes	✓	✓	✓	✓	✓	5) USD 9 million mobilized		5) Amount of funds mobilized			

**Activity 1.2: Strengthen the research capacity of African universities through the establishment of research schools**

Action	Time frame – year					Output	Outcome	Performance indicators	Reach	Budget	Assumptions/ risk mitigating strategy
	1	2	3	4	5						
1) Conduct study to establish research schools in OSSREA member countries (select countries, determine the mandate, required resources, expected output and outcome of the research school, roles of OSSREA and host institutions)	✓					1&2) 5 research schools established 3) 50 professionals who supervise and offer research methodology courses mobilized 2&3) 300 PhD. Candidates offered research methodology courses and attached to supervisors 2&3) 600 publications from PhD. Candidates are published and disseminated 4) USD 1 million mobilized	1,2 &3) PhD. students research capacity of strengthened, and completed their studies on time 2 & 3) PhD. students present their research proposals, field work reports and final manuscripts 2 &3) PhD. students published their research outcomes in reputable journals 2 &3) Decreased brain drain 4) Financially sound research schools	1) Study report submitted; number of research schools established 2) Number of professional supervisors for PhD. students mobilized from Africa and Northern universities 3) Number of PhD. students trained in the region and percentage of PhD. students completed their studies 2&3) Number of publications in reputable journals by PhD. students 4) Amount of money mobilized for the research schools	Universities in eastern and southern Africa offering PhD. courses PhD. students in the region	1,3 & 4) core budget 2) To be determined after the full proposal is developed at the end of 2010	Commitment and willingness of higher officials of universities running PhD. programmes/ adequate preparation and consultation Sufficient funds generated from donors/ relevant and robust training programme
	✓	✓	✓	✓	✓						
	✓	✓	✓	✓	✓						
	✓	✓	✓	✓	✓						
	✓	✓	✓	✓	✓						
2) Support the establishment of research schools in selected Chapter countries	✓	✓	✓	✓	✓						
3) Identify and communicate with social scientists in higher learning and research institutions in both the South and North for professional support (advising students and offering research methodology courses)	✓	✓	✓	✓	✓						
4) HQ to mobilize funds from existing and new donors and national governments	✓	✓	✓	✓	✓						

**Activity 1.3: Conduct research through offering grants for young, senior, sabbatical, and post-doc researchers on competitive bases**

Action	Time frame- year					Output	Outcome	Performance indicators	Reach	Budget	Assumptions/ risk mitigating strategy
	1	2	3	4	5						
1) Advertise research grant competitions through HQ and Chapter webs (on OSSREA new research programs); establish juries for the selection of grant winners; announce grant winners; Enter into contracts with winners and perform required administrative formalities ( for young scholars (social science and gender); senior scholars, sabbatical and post-doc researches )	✓	✓	✓	✓	✓	1) 100 young scholars, 45 senior scholars, 45 sabbatical fellows, and 45 post-doctoral researchers perform independent research 2) 10 research methodology courses launched (presentation and defence of proposals) 3) 10 research findings presentation and peer review workshops conducted 4) Chapters involved in grant management	1,2 &3) Young scholars research experience strengthened; books and research materials generated to be used for policy making, teaching and research; teaching and research capacity of universities enhanced; brain drain minimized 2&3) African based social science theories and methodologies developed 2&3) Staff exchange among research and higher learning institutions strengthened 4)Decentralized grant management	1) Number of research awards given for young scholars, senior scholars, post-doc researchers and sabbatical fellows; number of social science and gender research reports published and disseminated; number of books published, sold and ordered 1) Career development of grantees 2&3) Number of research proposal defence and dissemination workshops conducted and number of research projects completed on time 4)Number of Chapters actively involved in grant management	Young scholars in the region Senior scholars, recently graduating PhD. holders, senior staff and sabbatical fellows OSSREA members Higher learning and research institutions	1)USD 3.2 million (100*5000; 135*20000; 2)USD 300,000 3) USD 300,000 4) Core budget	Commitment and desire from African scholars/ communication and consultation Sufficient funds generated/ quality research output; transparent and accountable grant management system
	✓	✓	✓	✓	✓						
	✓	✓	✓	✓	✓						
	✓	✓	✓	✓	✓						
	✓	✓	✓	✓	✓						
2) Provide research methodology training courses for grant winners on selected research themes	✓	✓	✓	✓	✓						
3) Organize workshops for grant winners to present their findings and get feedback from experts	✓	✓	✓	✓	✓						
4) Involve Chapters in advertising research grant competitions, selection of grant winners and following up grantees research activities	✓	✓	✓	✓	✓						

Activity 1.4: Offer training programs on gender mainstreaming, gender budgeting and auditing

Action	Time frame – year					Output	Outcome	Performance indicators	Reach	Budget	Assumptions/ risk mitigating strategy
	1	2	3	4	5						
1) Conduct training needs assessment on gender mainstreaming, budgeting and auditing courses	✓		✓			1) Report on the training needs assessment developed by Chapters	2,3, &4) Analytical capacity of researchers in higher education and research institutes	1) Number of training needs assessment conducted by HQ and Chapters	Research institutions and universities in the region	1) USD 10,000	High demand for gender mainstreaming courses by government and non-government institutions in the region/net-working and consultation
2) Develop modules for the gender mainstreaming, budgeting and auditing courses	✓		✓			2) Training modules for gender mainstreaming developed	enhanced on gender mainstreaming	2) Number and quality of training modules; and	Government and non-government organizations in the region	2) USD 20,000	Sufficient funds allocated by donors/ quality training and accountable use of funds
3) Conduct training in the Chapters	✓	✓	✓	✓	✓	3) Gender mainstreaming courses offered for 625 trainees (5 Chapters per year*25 trainees/ per Chapter)	2,3 &4) Knowledge of policy makers in government and non-government institutions on gender mainstreaming improved	Number of Universities using training modules		3) USD 300,000	
4) Provide online training on gender mainstreaming, budgeting and auditing			✓	✓	✓	4) Online gender mainstreaming courses offered for 150 trainees		3&4) Number of trainees participated in the gender main streaming courses; gender and country balance of trainees; increased collaboration between researchers and policy makers on gender issues		4) USD 15,000	Knownledgeable personnel in the field/ recruit qualified personnel

**Activity 1.5: Establish and implement monitoring systems to evaluate the effectiveness and quality of the research and capacity-building programmes**

Action	Time frame – year					Output	Outcome	Performance indicators	Reach	Budget	Assumptions/ risk mitigating strategy
	1	2	3	4	5						
1) Develop indicators and monitoring system to measure effectiveness of OSSREA program of actions	✓					1) Research and capacity building programs monitoring system developed	2&3) Weaknesses and strengths of research and capacity building programmes identified	2,3,4 & 5) Number of tracer studies conducted	Chapters	1) core budget	Cooperation with Chapters, universities and policy implementing institutions /
2) Conduct tracer studies to assess the impact of the research methodology training and gender mainstreaming training programs			✓			2) Two reports on the tracer studies on the impact of training programs	3 &4) Degree of success of OSSREA's research programmes (as resource materials and policy inputs) established	4) Degree of utilization of research outputs as resource materials by university and research institutes	Donors Universities and regional and national policy makers	2) USD 20,000 3) USD 20,000	consultation, networking and communication
3) Conduct studies to evaluate the utilization of research reports and books by university and research institutes (for teaching and research)			✓			3) Two reports on the result of the evaluation on the utilization of research reports and books for teaching and research	2,3,4) Measures to remedy the weaknesses and further improve the strengths considered	5) Degree of utilization of research project outcomes as input for policy		4) USD 20,000	Adequate staff and budget/ advance preparation to secure funding and recruitment of qualified staff
4) Conduct studies to evaluate the degree of utilization of OSSREA's research output by policy makers				✓		4) Two reports on the degree of utilization of research output by policy makers					

**Strategic objective 2: Enhance social science research and the public policy interface**

**Activity 2.1: Organize policy dialogue fora between social scientists and policy makers in the region to jointly set research agenda and discuss how to use research output as policy input**

Action	Time frame – year					Output	Outcome	Performance indicators	Reach	Budget	Assumptions/ risk mitigating strategy	
	1	2	3	4	5							
<p>1) Chapters approach government policy makers and other stakeholders for cooperation in research and capacity building and organize policy dialogue fora to identify research agenda in their respective countries</p> <p>2) Chapters organize policy dialogue fora to discuss research findings with government policy makers and other stakeholders</p> <p>3) HQ organize policy dialogue fora to discuss research output with regional organizations, international organizations and Regional Economic Cooperations (RECs)</p>	✓					<p>1) 23 policy dialogue fora organized to identify and prioritize research agenda</p> <p>2) 46 policy dialogue fora organized by chapters to discuss research output with government policy makers and other stakeholders</p> <p>3) 2 policy dialogue fora organized by HQ to discuss research output with international and regional organizations</p>	<p>1) OSSREA's Chapter research agenda are jointly discussed and determined by policy makers and researchers</p> <p>2&amp;3) Research outputs are discussed and integrated in policy making process of governments, non-government organizations, international and regional organizations</p> <p>2&amp;3) Interface between research, policy and practice enhanced</p>	<p>1,2, &amp;3) Number of policy dialogue fora conducted in Chapters and HQ</p> <p>2&amp;3) Percentage of research output used as policy input</p>	<p>Key decision makers in national government</p> <p>International and regional organizations</p> <p>Donors and non-government organizations</p> <p>Researchers in higher education institutions</p>	<p>1)USD 46,000 (23 chapters @ 2000USD)</p> <p>2)USD 92,000 (23 chapters @ 2000USD*2)</p> <p>3)USD 100,000 (50000*2)</p>	<p>Commitment and cooperation from government policy makers and other actors in non-government organizations, international and regional organizations/ networking and periodic meetings</p>	
			✓									
				✓								

**Activity 2.2: Conduct studies to promote an interface between policy and research**

Action	Time frame					Output	Outcome	Performance indicators	Reach	Budget	Assumptions/ risk mitigating strategy	
	1	2	3	4	5							
<p>1) Develop research proposals, identify researchers, select sample countries to conduct a study on challenges and opportunities of policy and research interface</p> <p>2) Conduct study in selected case study countries</p> <p>3) Organize workshops to disseminate the findings of the study to researchers, government Policy makers and other actors in non-government organizations, international and regional institutions; and jointly strategize the ways and means of linking policy and research</p>	✓					<p>1&amp;2) Study Report produced on challenges and opportunities as well as modalities for effective communication and collaboration between research and policy</p> <p>3) A workshop organized to disseminate study findings</p>	<p>2&amp;3) Ways and means for effective communication between researchers and policy makers developed</p> <p>2&amp;3) Collaboration between policy makers and researchers improved</p> <p>2&amp;3) Capacity for utilization of research results among policy makers enhanced</p>	<p>1&amp;2) Number of reports produced</p> <p>3) Number of dialogue platforms; and number of senior policy makers attending platforms</p>	<p>Government policy makers and other actors in non-government organizations, international and regional institutions</p> <p>Researchers in higher learning and research institutes</p>	<p>1) Core budget</p> <p>2) USD 80,000</p> <p>3) USD 100,000</p>	<p>Cooperation from government policy makers and other actors in non-government organizations, international and regional organizations/ networking and consultation</p> <p>Adequate staff and budget/ advance preparation to secure funding and recruitment of qualified staff</p>	
			✓									
					✓							

**Strategic objective 3: Establish a stable and sustainable funding framework**

**Activity 3.1: Strengthen relations with existing donors to mobilize funding and establish new networks with donors and African governments to create new sources of funding**

Action	Time frame					Output	outcome	Performance indicators	Reach	Budget	Assumptions/ risk mitigating strategy
	1	2	3	4	5						
1) Chapters identify local organizations in their countries interested in enhancing research capacity of scholars; and approach their governments for possible funding	√	√	√	√	√	1) Chapters approach local organizations and sign MOUs HQ approaches regional and international organization and sign MOUs 2) Periodic reports as per agreements with donors	1) New sources of income created for Chapters improved networks with donors and African governments created 2)	1) Number of MOUs signed between Chapters and local organizations 2) Number of agencies contacted by HQ per year and MOUs signed	National governments in Eastern and southern Africa African Union, RECs, UN bodies, ADB and other international organizations	1,2 & 3) Core budget	Qualified staff and leadership at HQ and in the Chapters/ committed and strong leadership
	√	√	√	√	√						
2) HQ aggressively networks with African union, RECs, UN bodies, ADB and other international and regional organizations and approach them for possible funding	√	√	√	√	√						
3) HQ enhances its accountability and transparency for the funds from its existing and new donors	√	√	√	√	√			3) Number of reports submitted to donors 1,2 & 3) Yearly percentage Increase in fund generated from donors and national governments			

**Activity 3.2: Attract and perform consultancy activities and contract research for national, regional, and international institutions**

Action	Time frame					Output	Outcome	Performance indicators	Reach	Budget	Assumptions/risk mitigating strategy	
	1	2	3	4	5							
1) Chapters bid for consultancy services  2) Chapters develop research proposals and present to their governments and other local organizations  3) HQ pursues contract research projects or consultancy services in social sciences and presents research proposals to international organizations, AU, ADB, RECs and other donors for funding	✓	✓	✓	✓	✓	1&2) At least 1 consultancy or contract research projects carried out by each Chapters every year  3) HQ has at least 4 contract research or consultancy service every year	1&2) Chapters secure stable funding to conduct researchers  3) HQ secure stable funding to conduct research and capacity building programs	1,2,&3) Number of consultancy assignments and contract research projects carried out by Chapters and HQ  1,2&3) Amount of funding generated from consultancy  1,2 &3) Yearly increase in funding from contract research and consultancy services	National governments  International and regional organizations  Chapters	1,2&3) Core budget	Willingness of national governments, regional organizations, and international organizations to support social science research/ networking and aggressive selling of OSSREA products  Capable members and staff both at the HQ and Chapters/ recruitment of qualified staff and mobilization of members	

**Activity 3.3. Implement a three-tier funding system - core budget and capacity-building budget (funds from development partners); and special project budget (funds from contract research and mission-related consultancy activities)**

Action	Time frame					Output	Outcome	Performance indicators	Reach	Budget	Assumptions/ risk mitigating strategy
	1	2	3	4	5						
1) Fully develop the three-tier funding system – the pros and cons, the link between the tiers, the accounting procedure and formats to be used	✓					1,2 &3) Three tiers funding system developed and implemented	1,2,3) Accountable and transparent fund accounting system developed and implemented	2&3) All transactions recorded and kept following the three- tier funding system	HQ staff, Chapters and donors	1,2,3 &4) Core budget	Commitment by HQ staff and Chapter executive committee/ training on the new accounting system
2) Introduce the three-tier funding system to Chapters and get donors and get acceptance from them	✓					1) Evaluation report on the three tier system		1) Evaluation report			
3) Implement the three-tier funding system at HQ and Chapters	✓	✓	✓	✓	✓						
4) Evaluate the efficacy of the three- tier system				✓							

**Activity 3.4: Mobilize funding for establishing and maintaining OSSREA's endowment fund through organizing pledge events and soliciting donations from regional bodies, national authorities, corporates and individual philanthropists**

Action	Time frame					Output	Outcome	Performance indicators	Reach	Budget	Assumptions/risk mitigating strategy
	1	2	3	4	5						
1) Develop project document on the establishment of OSSREA's endowment fund – the need for the fund, the modalities of mobilizing funds, and accounting procedure		√				1) A project document prepared 2) 1 million USD endowment fund mobilized by HQ	2) A favourable ratio between donor support and own sources is created 2) Fund for emergency and unforeseen situations secured	1) Project document prepared 2) Amount of money generated for endowment fund 2) Yearly increase in the amount of fund generated for endowment fund 2) Number of pledging events organized by Chapters and HQ	Regional bodies, national authorities, corporate bodies and individual philanthropists	1, & 2) Core budget	Willingness of national authorities, corporate bodies and individuals/ networking and communication
2) HQ organizes pledging events to mobilize funds from national authorities, corporate bodies and individual philanthropists		√	√	√	√						

*Strategic objective 4: Expand outreach/visibility of OSSREA*  
**Activity 4.1: Increase the dissemination of research outputs and PhD. theses**

Action	Time frame					Output	Outcome	Performance indicators	Reach	Budget	Assumptions/ risk mitigating strategy
	1	2	3	4	5						
1) Publish and disseminate OSSREA's journal – EASSR	✓	✓	✓	✓	✓	1) 10 EASSR journal published and disseminated (200 copies) 2) 15 OSSREA's tri-annual bulletin published and disseminated (100 copies) 3) 20 books from HQ research projects published (100 copies) 4) 46 books from Chapters research projects published (100 copies) 5) 10 social science and gender research report series for young scholars published (100 copies) 6) 15 books of selected sabbatical, senior and post-doc researchers published and disseminated (100 copies) 7) Chapters publish and disseminate 46 workshop proceedings; and HQ publish 2 congress conference proceedings (100 copies)	1-12) Properly documented and widely disseminated scientific research based knowledge on Africa's political, social and economic challenges and opportunities 1-7) Improved teaching and research on Africa 7, 10, 12) Enhanced networking among Chapters and between Chapters and HQ	1-7) Number of EASSR journal, OSSREA's tri-annual bulletin, books, research report series, workshop and conference proceedings published, disseminated, sold, and ordered (1-7) Reviews and citations of OSSREA publications (1-7)Literary awards to OSSREA Researchers	Members Higher education and research institutions in Africa and other parts of the world National governments, civil society institutions, donors, regional and international organizations	1)USD 35,000 2)USD 52,500 3)USD 60,000 4)USD 140,000 5)USD30,000 6)USD 45,000 7)USD 144,000	Researchers and academics in the region conduct research and publish/ adequate incentive mechanisms; constant communication and networking Qualified staff and sufficient budget/ high standard publication
	✓	✓	✓	✓	✓						
2) Publish and disseminate OSSREA's tri-annual bulletin	✓	✓	✓	✓	✓						
3) Publish and disseminate books from OSSREA's research projects	✓	✓	✓	✓	✓						
4) Publish and disseminate books from Chapters' research projects	✓	✓	✓	✓	✓						
5) Publish and disseminate gender issues and social science research report series (young scholars grant winners)	✓	✓	✓	✓	✓						
6) Publish and disseminate books of OSSREA grant winner (sabbatical, senior scholars and post-doctoral fellows)	✓	✓	✓	✓	✓						
7) Publish and disseminate workshop and conference proceedings	✓			✓							

Activity 4.1 - Continued ...

Action	Time frame					Output	Outcome	Performance indicators	Reach	Budget	Assumptions/ risk mitigating strategy
	1	2	3	4	5						
8) Upload books and abstracts on OSSREA website	✓					8) 100 books of OSSREA published before 2005 uploaded	1-12) Adequate information for policy making in Africa	8&9) Number of books and PhD. dissertations uploaded	Members	8,9) USD 3,000	Adequate IT infrastructure in the region
9) Upload dissertations of PhD. scholars in the region on OSSREA's website	✓	✓	✓	✓	✓	9)60 PhD. Dissertations produced by African scholars uploaded		10)Number of blogs developed	Higher education and research institutions in Africa and other parts of the world	10) Core budget	
10) Develop Blogs for Chapters to upload their research outcomes and disseminate them	✓					10) 23 Blogs for chapters developed	8 &9) Easy access to PhD. theses by researchers and policy makers	10) Number of visits to OSSREA website	National governments, civil society institutions, donors, regional and international organizations	11) USD 4,000	
11) Publish and disseminate policy briefs in different languages in the region	✓	✓	✓	✓	✓	11) 100 policy briefs produced in different languages in the region and distributed to policy makers and civil society institutions		11) Number of policy briefs produced		12) USD 8,000	
12) Disseminate research findings of selected OSSREA research teams through radio and TV programmes using local languages in the region	✓	✓	✓	✓	✓	12) 50 radio programs and 35 TV programs aired		12) Number of radio and TV programs aired			

**Activity 4.2: Create new networks and strengthen existing networks with education and research institutions, donors, governments, and policy bodies such as RECs, parliament and NGOs.**

Action	Time frame					Output	Outcome	Performance indicators	Reach	Budget	Assumptions/risk mitigating strategy
	1	2	3	4	5						
1) Chapters identify higher learning and research institutions in their respective countries and other parts of Africa, sign MOUs and conduct collaborative research and consultancy activities	✓	✓	✓	✓	✓	1) A minimum of 10 research and higher learning institutions linked with each OSSREA Chapters  2&3) HQ linked with at least 10 research and higher learning institutions in Africa and other parts of the world	1-5) Wide network established to produce and disseminate social science knowledge	1&2) Number of research and higher education institutes linked with OSSREA Chapters and HQ  1&2) Number of collaborative research and consultancy activities carried out by Chapters and HQ  1&2) Percentage changes in strength of OSSREA network and collaborative research	Higher learning and research institutions in the region and other parts of the world	1) Core budget  2) Core budget	Willingness of higher learning and research institutions to collaborate with OSSREA/networking and communication  Committed and capable staff/ recruit capable staff
	✓	✓	✓	✓	✓						
2) HQ identifies regional and international organizations dealing with social science research in Africa and other parts of the world and conducts collaborative research and consultancy activities	✓	✓	✓	✓	✓						

**Activity 4:3: Build a database of researchers, scholars and consultants in the region**

	Time frame					Output	Outcome	Performance indicators	Reach	Budget	Assumptions/ risk mitigating strategy
	1	2	3	4	5						
1) Chapters develop database of researchers, scholars, consultants, research and higher learning institutions that are involved in social science research	✓					1,2 &3) Databank of researchers in social sciences developed	1,2 & 3) Enhanced network of researchers in the region 1,2 &3) Social science researchers tapped 1,2& 3) Enhanced OSSREA's capacity to respond to demand	1) Number of chapters that developed databank 1,2 & 3) Number of researchers in the database 1,2 & 3) Accessibility of database	Social science researchers in the region	1,2,3) Core budget	Adequate and capable IT personnel/ recruit IT personnel
2) HQ coordinates the development of the database by Chapters and puts it on the website of OSSREA	✓										
3) Upgrade the database			✓								
					✓						

**Activity 4.4: Develop a system and resources for networking with partners and stakeholders**

Action	Time frame					Output	Outcome	Performance indicators	Reach	Budget	Assumptions/risk mitigating strategy
	1	2	3	4	5						
<p>1) Chapters and HQ map OSSREA's direct and indirect stakeholders and establish system for networking with them (define the 'whys' and 'hows' of networking)</p> <p>2) Implement the system and aggressively approach network members for social science knowledge production and dissemination</p> <p>3) Update the system</p>	✓					<p>1,2,3) Enhanced OSSREA's network established both at Chapter and HQ level</p>	<p>1,2,3) OSSREA's visibility at regional, continental and international level increased</p>	<p>1) Thickness and viability of network</p>	<p>Higher education and research institutions in Africa and other parts of the World</p> <p>National governments, civil society institutions, donors, regional and international organizations</p>	<p>1,2,3) Core budget</p>	<p>willingness of stakeholders/ continued communication</p>
			✓		✓						

Strategic objective 5: Strengthen strategic leadership and governance structures

**Activity 5.1: Review the OSSREA constitution as well as its existing policies, regulations and procedures on the management of human resource, finance, materials and information sharing**

	Time frame					Output	Outcome	Performance indicators	Reach	Budget	Assumptions/ risk mitigating strategy
	1	2	3	4	5						
1) Review current OSSREA constitution and assess its fitness to the internal and external situations of OSSREA and identify weaknesses and strengths		√				1-5) Improved working policies and procedures developed	1-4) Number of policies and procedures revisited			1) Core budget	Willingness OSSREA members, executive committee and Secretariat staff/ communication and dialogue
2) Review the fitness of the human resource, finance, materials and information management policies and procedures to the internal and external situations of OSSREA; as well as the electoral procedures of HQ and chapters executive committee members		√				1,4, 5) OSSREA constitution assessed and amended 2,3,5) internal policies and procedures revised	5) Cost and time saved in OSSREA's operation due to improvements in policies and procedures	OSSREA Congress, Executive Committee, Secretariat, and Chapters		2) USD5,000 3) USD5,000	
3) Develop improved policies and procedures for HR, finance, materials and information management as well as electoral procedures		√									
4) Present Congress with proposals for OSSREA's Constitutional amendment				√							
5) Implement the revised policies, regulations and procedures			√	√	√						

**Activity 5.2: improve the systems and procedures for administration of grantees and members**

Action	Time frame – year					Output	Outcome	Performance indicators	Reach	Budget	Assumptions/ risk mitigating strategy	
	1	2	3	4	5							
<p>1) Review the current system of planning and advertising grant competitions; and following-up and communicating with grantees; and develop an effective and efficient system</p> <p>2) Review the existing provisions on the rights and obligations of members (institutional and individual); and develop a system for recruitment and retention of members</p> <p>3) Implement the revised systems of grantees and membership administration</p>	✓					<p>1) Improved policies and procedures on administration of grantees</p> <p>2) Improved provisions on the rights and obligations of members</p> <p>3) Improved system of membership mobilization and retention</p>	<p>1&amp;3) Transparent and accountable system of grant administration</p> <p>2&amp;3) Effective membership administration and mobilization system</p>	<p>1&amp;3) Increased number of applicants for grants</p> <p>1&amp;3) Lower number of defaulters</p> <p>2&amp;3) Increased number of members</p> <p>2&amp;3) Increased participation of members in key decision-making processes</p>	<p>Chapters, grantees, members, Executive Committee members and Secretariat</p>	<p>1,2&amp;3) Core budget</p>	<p>Commitment of OSSREA's executive committee and Secretariat staff/ communication and dialogue</p>	
	✓											
	✓											

**Activity 5.3: Strengthen the relationship between the Headquarters, Executive Committee and Chapters and enhance the effectiveness and accountability of the governing organs of OSSREA (Congress, Chapters and Executive Committee)**

Action	Time frame – year					Output	Outcome	Performance indicators	Reach	Budget	Assumptions/ risk mitigating strategy
	1	2	3	4	5						
1) Assess Chapters' current structure and activities and expand their roles and responsibilities	✓						1, 2 &4) Effective and transparent relationship created among the EC, HQ and Chapters	1&4) Yearly percentage increase in membership drive, financial mobilization and research activities	HQ, Chapters, Executive committee	1,2,3,4)Core budget 5) USD345,000 6)USD 80,850 7) USD174,057 8) USD440,000	Commitment and cooperation of OSSREA members, executive committee and Secretariat/ communication and dialogue
2) Map the type of relationship between Executive Committee, the Secretariat and Chapters and develop new polices on the forms and manner of linkages among them	✓					1-4) New Chapter structure and policy developed and implemented	2, 3,4) Improved communication between HQ and Chapters	2, 3 &4) Number of financial and activity reports submitted by Chapters to HQ			
3) Develop new procedures on the mode of financing the operation of Chapters and accountability mechanisms	✓										
4) Implement new procedures and polices		✓	✓	✓	✓						
5) Provide financial support to Chapter Officer (23 chapter offices)	✓	✓	✓	✓	✓						
6) Conduct Liaison Officers meetings- (one every two years)		✓									
7) Conduct Executive Committee meetings (one per year)	✓	✓	✓	✓	✓						
8) Conduct OSSREA's Congress meeting (one every three years)	✓										

**Activity 5.4: Strengthen standards by forming a Quality Assurance Committee that will advise on the quality of programmes and activities**

Action	Time frame – year					Output	Outcome	Performance indicators	Reach	Budget	Assumptions/ risk mitigating strategy
	1	2	3	4	5						
1) Develop a Terms of Reference for Quality Assurance Committee	✓					Quality Assurance Committee established and started operation	Improved quality of research output and enhanced resource mobilization	Professional competence and commitment of committee members	Social scientists in the region and the diaspora	1)Core budget 2)core budget 3)USD 25,000	Willingness of social science researchers in the region / continuous communication
2) Identify key social science researchers and former board and executive committee members of the Quality Assurance Committee	✓										
3) Appoint and launch Quality Assurance Committee	✓	✓	✓	✓	✓						

**Activity 5.5: improve organizational structure and leadership effectiveness**

Action	Time frame – year					Output	Outcome	Performance indicators	Reach	Budget	Assumptions/ risk mitigating strategy
	1	2	3	4	5						
1) Review the present organizational structure of OSSREA				✓		1) Improved governance structure developed	2)Result based staff performance system	1,2) Leanness of the structure of OSSREA	HQ and executive committee	1) USD2,500	Commitment and cooperation of OSSREA executive committee and Secretariat Staff/ communication and dialogue
2) Revisit the current job descriptions and job specifications as well as position assignments and put revisions into action	✓					2)Job descriptions and specifications and position assignments revised	3&4)Effective leadership and smooth and coordinated operation	2)Number of performance based plans developed by staff		2)USD2,500	
3) Assess the current leadership weaknesses and strengths and develop and implement new mechanisms for leadership effectiveness		✓				3&4)HQ leadership effectiveness mechanism, succession plan and HRD plan developed		3 &4) Quality of leadership effectiveness		3) USD2,500	
4) Develop leadership succession plan and human resource development plan for the HQ and put into action			✓							4)USD2,500	

- 12.1 OSSREA has developed research themes grouped under five research clusters for 2011-2015, focussed on theoretical, methodological and policy alternatives. The themes are based on the vision of OSSREA and will be pursued within the framework of OSSREA's main objectives: generating and disseminating knowledge in social sciences as well as promoting dialogue and interaction between social scientists and policy makers in Eastern and Southern Africa, with a view to enhancing the impact of social science research on policy making and development planning.
- 12.2 The themes embrace development and governance issues that need the attention of policy-makers and scholars. They include poverty, employment, migration, HIV/AIDs, health, education, natural resources, climate change, gender, governance, rural development, corruption, land use, etc. Around each of these research themes, OSSREA will encourage comparative research within the region (south-south) and outside (northsouth) to unearth 'what works best and what does not', 'how' and 'why'. It will also support innovative methodologies that allow prudent and scientific collection, analysis and interpretation of empirical data; promote theoretical and conceptual reflections that blend the thinking of African intellectuals with other scholars in the rest of the world; and emphasize policy alternatives to address development and governance deficits.
- 12.3 OSSREA's combination of research modalities includes:
- a) commissioning young and/or senior researchers in African higher education and research institutions, either in groups or independently
  - b) creating networks and partnership with universities and research institutions outside Africa, especially in the global North, to create north-south research teams
  - c) working with research institutions, or planning and research bodies of government institutions, to link research and policy; and
  - d) performing collaborative research with non-government and private sector institutions.

OSSREA will disseminate the research results at workshops and other platforms involving researchers, technical executives in government and political executives (policy makers). Researchers will be required to produce outputs that are publishable as books or chapters in books or as articles in academic and refereed journals and, directly or through communication specialists (eg knowledge brokers), policy briefs which advocate policy reforms.

- 12.4 Table 9 – OSSREA's Research Program Matrix -summarizes the research clusters/themes and indicates the objectives and the case study countries. A separate document is available to provide symptomatic research problems that will be investigated under each theme as well as indicative research objectives.

**Table 9: OSSREA Research Program Matrix**

Research Cluster 1: Employment and Migration		
Research topics	Objectives of the research	Countries to be covered
Examining the Impacts of Employment Policies and Strategies	<ul style="list-style-type: none"> <li>Review the implementation status of employment policies and strategies</li> <li>Critically assess the political and economic factors that led to the success or failure of the policies and programs and draw lessons to be shared among countries</li> </ul>	Botswana, Djibouti, Mauritius Tanzania, , Zambia, Zimbabwe
Urban Youth Unemployment: Nature and Challenges	<ul style="list-style-type: none"> <li>Comparatively analyze the nature, magnitude, causes and socio-political and economic consequences of urban youth unemployment</li> </ul>	Ethiopia, Lesotho, Malawi, Rwanda, Sudan, Uganda
Employment Promotion for the Youth	<ul style="list-style-type: none"> <li>Examine the type, nature and magnitude of skill development programs and youth macro-finance projects and assess their effectiveness</li> <li>Suggest policy options that could help integrate the youth into the labour market</li> </ul>	Botswana ,Kenya, Lesotho Namibia, Sudan ,South Africa
Rural Youth Employment	<ul style="list-style-type: none"> <li>Assess the nature and magnitude of rural unemployment and underemployment</li> <li>Diagnose the effectiveness of the interventions expected to address rural youth unemployment and underemployment challenges</li> </ul>	Ethiopia, Kenya Mozambique, Rwanda, Sudan, and Tanzania,
Rural-Urban Migration	<ul style="list-style-type: none"> <li>Analyze the driving forces and understand the positive and negative impacts of the movements on socio-economic life and demographic processes</li> <li>Examine the policies or programs considered to address the challenges and opportunities of rural-urban migration</li> </ul>	Burundi, and Mozambique, Namibia and Rwanda
The Nexus between International Migration and Development	<ul style="list-style-type: none"> <li>Identify the types and mechanisms of remittance flows, examine the impact of remittance flows and analyze policy measures considered to attract and increase remittance flow</li> <li>Document the type of professions, skills, and level of education of migrants; the nature and magnitude of return migration and the accompanied technological transfers</li> <li>Examine policy responses and bilateral arrangements considered to address the negative implication of brain drain and recommend policy options that encourage the African diaspora to contribute to African recovery</li> </ul>	Ethiopia , Kenya, Tanzania, Uganda Zambia, Zimbabwe

## Research Cluster 2: Social Policies and Social Development

Research topics	Objectives of the research	Countries to be covered
Strengthening Capacity for Implementing Social Policy	<ul style="list-style-type: none"> <li>Assess existing social policies, analytically classify them, develop typologies of varieties and their prevalence, assess the intensity of each and their impact on social development</li> <li>Define the various social problems in the region, scientifically assess their causes, map policy options and make recommendations</li> </ul>	Partner countries will be chosen on request
Innovative Health Care Delivery Initiatives	<ul style="list-style-type: none"> <li>Identify through base line surveys health care service providers that have adopted market oriented initiatives targeting the poor.</li> <li>Analyze various institutional arrangements used by the initiatives, to examine the effectiveness of the various initiatives and to understand why and how the interventions are successful or not</li> </ul>	Kenya, Malawi, Sudan, Tanzania, Zambia and Zimbabwe
ARV Treatment: Trends and Future Implications	<ul style="list-style-type: none"> <li>Assess current situations and the lessons learnt in HIV/AIDS treatment and care, especially on ARV treatment</li> <li>Suggest policy options to ensure sustainable and progressive, easily accessible, available, and affordable ARV treatment programmes and services</li> </ul>	Angola, Botswana, Ethiopia, Malawi, Mauritius, Uganda
Funding Higher Education Institutions	<ul style="list-style-type: none"> <li>Examine the sources of funding (government and non government funding) and proportion of funding for teaching, research and community engagement in higher education institutions</li> <li>Assess potential and modalities for private sector participation in funding higher education research and teaching activities</li> <li>Analyze the institutional arrangements for managing income generation activities and their contribution to the funds of the institution</li> </ul>	Mozambique, Rwanda Tanzania, and Zambia,

### Research Cluster 3: Gender in Economic and Political Arenas

Research topics	Objectives of the research	Countries to be covered
Gender and Energy	<ul style="list-style-type: none"> <li>• Examine the type of gender differences in energy service demands and the differentiated contribution of different gender groups to energy resources</li> <li>• Identify the types of energy services that are provided by different governments and non-government organizations; evaluate the effectiveness of the interventions, share the lessons learnt and propose policy initiatives for enhancing equitable access to energy resources</li> </ul>	Burundi, Kenya, Malawi, Mozambique, Tanzania, and Zimbabwe
Gender and Ecotourism	<ul style="list-style-type: none"> <li>• Identify the type and extent of employment and other income generation benefits that ecotourism projects offer to local communities</li> <li>• Examine the distribution of benefits among women and men, and draw lessons on how to make the ecotourism projects gender sensitive</li> </ul>	Kenya, Madagascar, Seychelles, South Africa, Zimbabwe, and Uganda
Gender and Local Government	<ul style="list-style-type: none"> <li>• Analyze the extent to which women's involvement in decision-making at all levels of government has helped ensure women's and men's needs and priorities are reflected equally in local government service provision</li> <li>• Generate knowledge on what, how and why programs and policies aimed at gender mainstreaming in local government structures are working and, if-not why-not</li> </ul>	Namibia, Angola, South Africa, and Seychelles
Gender Mainstreaming and Gender Budgeting	<ul style="list-style-type: none"> <li>• Assess progress made and problems encountered in incorporating gender disaggregated statistics and gendered needs in the budgeting and other resources allocation processes</li> <li>• Identify, document and disseminate best practices in gender budgeting and gender mainstreaming</li> <li>• Develop , popularize and promote the application of new tools for training on gender mainstreaming and budgeting</li> </ul>	Botswana, Kenya, Namibia , Rwanda, Tanzania and Zimbabwe

Research Cluster 4: Natural Resources and Rural Development		
Research topics	Objectives of the research	Countries to be covered
Water Resources Management	<ul style="list-style-type: none"> <li>Analyze the water tenure systems, source management, value-added water use, alternative water development and use systems in selected river basin countries</li> <li>Examine the role and effectiveness of the community, regional actors and water management agencies in water resources management</li> <li>Identify policy and capacity gaps in water resources management and suggest strategies, policy options and capacity building measures needed to promote better use of water resources</li> </ul>	Lake Victoria Basin countries, Zambezi Basin Countries and Chobe River Basin Countries
Production Systems and Natural Resources	<ul style="list-style-type: none"> <li>Examine how power relations in land ownership and utilization constrain African societies from optimally utilizing land and forest resources.</li> <li>Analyze the policies and strategies on restoration of food security crops and forest management systems and gender equity in land ownership</li> <li>Examine holistically the complex interaction on use of water, mining, land, livestock, fisheries and forestry and their impact of economic and social development especially for the poor</li> </ul>	Botswana, Lesotho, Mozambique and Swaziland
Tourism and its Relationship with Wildlife, Land Use and Rural Development	<ul style="list-style-type: none"> <li>Assess the nexus between tourism and wildlife and land use</li> <li>Analyze tourism policies and ecotourism practices and understand the relationship between ecotourism and the decent work agenda, and the link between ecotourism, investment promotion and benefits for communities</li> <li>Assess the effectiveness of the leadership, infrastructure, financial, programme management, networking and other operational capacities of tourism management agencies in local, regional and national authorities</li> </ul>	Kenya, Namibia, Rwanda, South Africa and Zimbabwe

Research topics	Objectives of the research	Countries to be covered
Non-Renewable Resources	<ul style="list-style-type: none"> <li>Assess country policies, major international and regional agreements and commitments on the use and development of non-renewable resources as well as on sustainable exploitation of non-renewable resources and sharing benefits with communities</li> <li>Assess the content of curriculum in faculties of engineering, geology and institutes of development studies with a view to develop or improve courses on managing non-renewable resources in general and mineral resources in particular.</li> <li>Assess environmental management institutions with a view to identifying capacity gaps and capacity needs that need to be addressed</li> </ul>	Ethiopia, Namibia, South Africa, Sudan, Tanzania and Zambia.
Biodiversity Management	<ul style="list-style-type: none"> <li>Analyze the entitlement systems in rural areas and the tenure systems and their impact on effective management of biodiversity</li> <li>Analyze national, regional and international bio-policy studies and bio-safety programmes</li> <li>Assess the institutional capacities of EPAs with regard to leadership, equipment, intangible assets, knowledge base, coordination, networking, programme management, processing and process management capabilities, data and information development, processing and management capacity etc.</li> </ul>	Ethiopia, Mauritius, South Africa, Uganda and Zimbabwe
Building Local Capacity on Climate Change Adaptation	<ul style="list-style-type: none"> <li>Examine climate change vulnerabilities of selected African cities and assess the current status of policies and systems aimed at addressing vulnerabilities to climate change and developing adaptation strategies.</li> <li>Develop capacity developing programmes to enhance competencies of local government structures; and assist local municipal governments in designing climate change adaptation plans</li> </ul>	Angola, Botswana, Ethiopia, Malawi, Mauritius Uganda
Managing Coastal Areas for Poverty Alleviation in the Western Indian Ocean (WIO) Region	<ul style="list-style-type: none"> <li>Examine the nature and magnitude of environmental degradation and decline in natural resources and biodiversity in the WIO region</li> <li>Collect data on the various large-scale activities such as tourism, fishing, agricultural and industrial exploitations carried out in the coastal region and their impact on employment, education and health, on gender relations, and on the environment, at national (society) as well as at local (communities) levels.</li> <li>Examine the existing systems of coastal areas management in the WIO-region and their modes of conflict resolution and make policy recommendations</li> </ul>	Kenya, Madagascar, Mauritius, Mozambique, Seychelles and Tanzania,
Transforming International Land Deals into a Vehicle for Rural Development and International Cooperation	<ul style="list-style-type: none"> <li>Analyze the consequences of the land acquisition transactions for economic development, poverty reduction (food security, social cohesion) and environment sustainability</li> <li>Suggest policies and strategies to ensure that the "land grab" becomes a vehicle for rural development, taking into account the interests of the host countries and local communities, and international cooperation</li> </ul>	Ethiopia, Kenya, Madagascar, Mozambique, Sudan Tanzania and Zambia

### Research Cluster 5: Political Governance and Conflict Management

Research topics	Objectives of the research	Countries to be covered
Electoral Systems and Election Violence	<ul style="list-style-type: none"> <li>Compare electoral systems followed by different countries and ascertain the propensity of each to promote peaceful or violent elections</li> <li>Examine election dispute settlement institutions and mechanisms and how they help to intensify or reduce conflicts after elections</li> </ul>	Namibia, South Africa, Tanzania, Rwanda, Uganda, Zambia, Zimbabwe
Political Corruption and the Informal Welfare System	<ul style="list-style-type: none"> <li>Analyze the link between political corruption with the diminished welfare function of state and non-state institutions</li> <li>Understand the mechanisms and the beneficiaries of the informal welfare functions performed by MPs.</li> </ul>	Botswana, Kenya, Mozambique, Namibia, South Africa, Swaziland and Tanzania
Strategies for Combating Corruption	<ul style="list-style-type: none"> <li>Examine why and how features in the systems of public governance (public procurement and contracting, permits and licenses, privatization of public services, passports and visa services, rezoning and allocation of land, collection of taxation and custom duties, electoral processes, etc.) permit corruption to continue</li> <li>Analyze the viability and effectiveness of the various public sector related strategies and reforms (civil service reforms, diversification of production and distribution systems, enactment and enforcement of laws) in reducing corruption</li> </ul>	Angola, Botswana, Ethiopia, Malawi, Mauritius and Uganda
Civil Society in Conflict Mitigation and Escalation	<ul style="list-style-type: none"> <li>Document the roles played by civil society organizations to influence national politics and contribute to restoring stable peace during violent conflicts in the case study countries</li> <li>Examine the challenges and limitations of civil society organizations, especially youth and women, and what they face during peace-making and peace-building</li> <li>Analyze the problems and dilemmas faced in the development of civil society in post-conflict societies</li> </ul>	Democratic Republic of Congo, Rwanda, Sudan, Zimbabwe
Decentralization Reforms and Conflict	<ul style="list-style-type: none"> <li>Analyze how the political, fiscal and administrative institutional arrangements within the decentralization framework are linked with the conflict situation (escalation or mitigation)</li> <li>Assess how decentralization reforms have mitigated or contributed to conflict</li> </ul>	Ethiopia, Kenya, South Africa, Uganda
Strengthening the Capacity of Fragile States to become Stable and Resilient	<ul style="list-style-type: none"> <li>Examine the capacity-building programmes designed and implemented to strengthen the capacity of fragile states and their relevance to the historical and current causes of their state of fragility</li> <li>Analyze the extent to which the capacity-building programmes are helping fragile states to become stable and resilient thereby reducing the likelihood of reversion to conflict</li> </ul>	Comoros, Djibouti, Eritrea, Somalia and Sudan
Making Institutions Work for Post-settler States	<ul style="list-style-type: none"> <li>Analyze the causes for social exclusion, especially economic inequality, in post-settler states</li> <li>Understand why and how some post-settler states are successful in addressing challenges of political exclusion, while others still lag behind</li> <li>Identify the institutions of social, economic, political and cultural rights in post-settler states and examine their roles in addressing issues of political and economic exclusions</li> </ul>	Angola, Botswana, Namibia, Mozambique, South Africa and Zimbabwe

To establish a stable and sustainable funding framework, OSSREA plans to implement a three-stream funding strategy:

- Stream I: Salary and core funds
- Stream II: Capacity development funds
- Stream III: Special project funds

Prominent donors are requested to provide support for the first two streams of funds i.e. core and capacity development support. OSSREA will raise the funds for the third stream. OSSREA will ensure that the proportion of the core budget does not exceed 30% of the total.

Table 10 provides the funding requirements for the strategic planning period 2011- 2015. It summarizes the financial outlay required for the three streams in each year to carry out the actions indicated in the result-based matrix.

**Table 10: OSSREA Consolidated Budget Summary 2011-2015**

Budget Category	2011	2012	2013	2014	2015	Total
	\$	\$	\$	\$	\$	\$
	Amount	Amount	Amount	Amount	Amount	Amount
<u>Stream I: Salary and core funds</u>						
Salary and other operating expenses	896,470	840,744	891,002	923,936	993,383	4,545,535
<u>Stream II: Capacity development programmes</u>						
Grant Awards programmes	640,000	640,000	640,000	640,000	640,000	3,200,000
Research methodology training for grant winners	60,000	60,000	60,000	60,000	60,000	300,000
Research outputs presentation and dissemination workshops for grant winners	60,000	60,000	60,000	60,000	60,000	300,000
Publication of EASSRR journals, books, bulletins and research reports	34,700	122,700	97,366	169,366	97,366	521,498
Gender mainstreaming and gender budgeting training programmes	75,000	60,000	80,000	65,000	65,000	345,000
Studies on linking policy and research, and policy dialogues	46,000	-	176,000	100,000	96,000	418,000
Strengthening governance structure, Congress, LO and EC meetings, quality assurance	331,311	161,562	141,311	151,561	358,811	1,144,556
Sub-Total of Stream II	1,247,011	1,104,011	1,254,677	1,245,927	1,377,177	6,229,054
<u>Stream III: Special project Programmes</u>						
Development and execution of 6 research projects/year	1,875,000	1,800,000	1,875,000	1,800,000	1,800,000	9,150,000
Sub-Total of Stream III	1,875,000	1,800,000	1,875,000	1,800,000	1,800,000	9,150,000
Total (Stream I, II and III)	4,018,481	3,745,006	4,020,679	3,969,863	4,170,560	19,924,589
Ratio of Salary to Total Budget	22.3%	22.4%	22.1%	23.2%	23.8%	22.8%