



**ORGANISATION FOR SOCIAL SCIENCE RESEARCH IN EASTERN AND
SOUTHERN AFRICA**

STRATEGIC PLAN 2016-2020

**Institutionalizing trans-disciplinary research networks for sustainable development in
Eastern and Southern Africa**

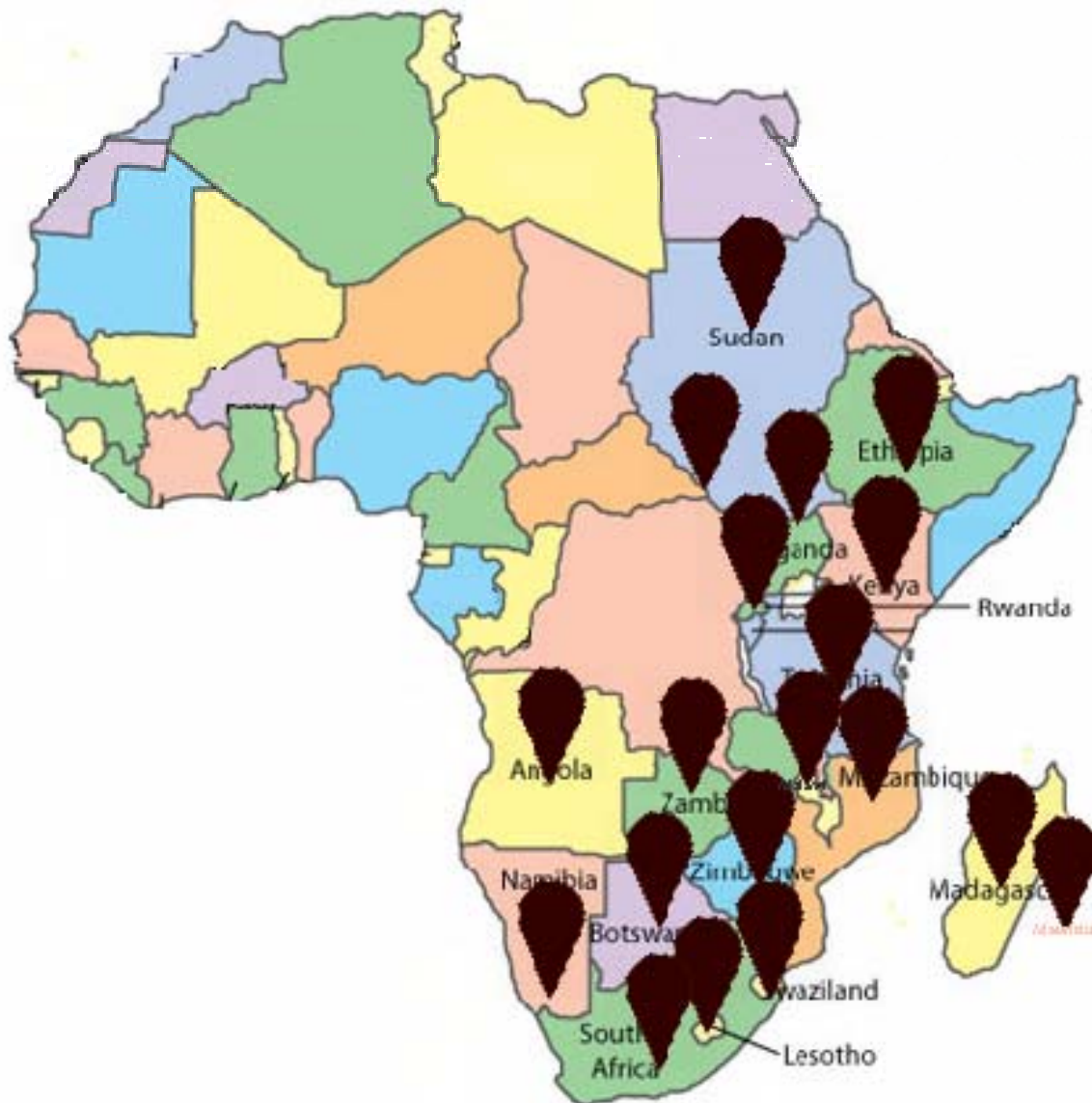
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OSSREA NETWORK OF CHAPTERS

OSSREA is a regional Think Tank with a network that connects institutions and academics in 19 countries of Eastern and Southern Africa. It collaborates with the rest of Think Tanks in Africa and abroad.



BACKGROUND

The Organization for Social Sciences in Eastern and Southern Africa was established in 1980. As it celebrates 35 years of its existence it is undergoing transformation that will enable its expansive and varied network operate better and sustainably. To date it operates from its headquarters in Addis Ababa. The secretariat at the headquarters is a two-storey building, which was built, in mid 1990s from resources mobilized from its members and partners. It is hosted by Addis Ababa University. While the site of its headquarters followed a pioneer meeting at Nazareth, a small town out of Addis Ababa, the headquarters has also continued to symbolize what OSSREA stands for. A regional research network and Think Tank strategically based at what for so long has been regarded the 'rooftop of Africa', the 'capital of Africa' the home of African Union and United Nations Economic Commission for Africa. Being host by one of the largest and influential Universities in Africa, Addis Ababa University, symbolizes its constituency as a membership driven organization for universities, staff and for Africa and its African regional communities.

OSSREA's new Strategic Plan is aligned with the Global Agenda 2030 that led to the 17 Sustainable Development Goals and Africa's Agenda 2063. At the moment humanity is facing major global sustainability crises, with wide-ranging impacts of an economic, political, environmental and social nature. Academia, policy makers, private practitioners and civil society are calling for a shift in the functioning of our societies. Trans-disciplinary research which addresses the complexity of problems, their diversity of perception, their underpinnings together with what might be done about them has been adopted. To develop a holistic approach, most researchers involved in the subject area apply a research strategy which is dedicated to relevant societal issues and crosses disciplinary boundaries. This often involves researchers, practitioners and other non-academics in the co-production of knowledge. The challenges are addressed by the scientists in a collaborative, iterative and exploratory mode of organization of scientific research. Therefore, it is the responsibility of scientists to engage in new forms of collaboration with stakeholders and citizens, in the urgent search for understanding and supporting the implementation of feasible options for effective transitions to sustainable societies. This calls for iterative and integrative approaches needed to address the issues of sustainability. As a Social Science Think Tank, OSSREA has capitalized on this renewed demand for social science research and capacity development and responded to the demand through a multidisciplinary inquiry into development problems. OSSREA aims at contributing to the new critical mass of interdisciplinary researchers and build their competencies to design and implement transformative research in collaboration and partnerships with legitimate communities and stakeholders geared towards sustainability.

The trans-disciplinary approach aims both to create knowledge beyond disciplinary borders and to acknowledge the separation between researchers and social actors. It complements applied research in fields characterized by complexity and uncertainty. Scientific knowledge is not the only type included; other forms of knowledge, such as local knowledge, may also play a role. Because of the thematic focus of social innovation research on changing the social relations in society and the role of change agency, there is a need for a transdisciplinary steering of epistemology and methodology. Social innovation research is about improving social relations and tackling social problems or meeting social needs. In all of these, concerned people are at the center of interaction and should ideally be the ones who express their needs and set research

priorities, both thematically and chronologically. These stakeholders should also play a role in clarifying the research questions, the kind of answers they expect, the expected impact on collective action, etc. This means that stakeholders hold an integral role in setting the epistemology of the research and that they can become involved in the selection of relevant theories. Together with the professional researchers they explore the available research methods, and reconstruct in a transdisciplinary way methodologies and research instruments that fit the social innovation interactive logics.

This Plan outlines the interventions, programmes, activities and projected outcomes of OSSREA. It will also guide the relationship between OSSREA and its key stakeholders, who include the senior scholars, early career researchers, partnering organizations, private practitioners, civil society organizations, regional organizations and policy makers.

The priorities and strategies stipulated in this document are based on an analysis of the internal and external factors that affect the operations of OSSREA, which have been identified through wide consultations. OSSREA intends to build on its past accomplishments, while strengthening its governance structure, to establish itself as an institution that responds to the dynamics of scientific research with a pragmatic approach. Externally, the Strategic Plan is guided by an appreciation of the social, economic and political situation in Africa and beyond. Therefore, the Plan aims to strengthen the position of OSSREA as a fully multi-disciplinary Think Tank that will respond to the demands of the Sustainable Development Goals.

The traditional scientific approach has proved insufficient to address complex, interdependent and politically relevant issues which are not reserved to particular sectors or disciplines. Trans-disciplinarily gains importance as a problem-solving approach which starts from the concrete need of dealing with a problem, analyzing it and trying to tackle it using different approaches, contributions and layers of interpretation rather than starting from a single disciplinary viewpoint. OSSREA is not alone in this endeavor, but it is unique in its focus on nurturing and internationalizing African scholarship to meet its challenges, develop research quality and capacity within the continent's own cultures and partner with other stakeholders including governments, universities, civil societies, media and private practitioners-to institutionalize transdisciplinary research.

Therefore, OSSREA's Strategic Plan 2016-2020 is an investment in African scholarship, co-producing relevant knowledge based on research evidence for practical solutions through policy making in Africa. It explains OSSREA's transformative approach through social innovations, employing action research to solve Africa's problems. The re-loaded OSSREA hopes to create a critical role on the continent and build relevant capacities needed for sustainable development.

OSSREA'S STRATEGIC FRAMEWORK

The plan sets out five strategic objectives for 2016-2020. These are the pillars on which OSSREA stands. The methodology of implementation will adopt the transdisciplinary approach explained above. These objectives include:

- Widen the scope and improve the quality of social science research
- Enhance the social science research and public policy interface

- Establish a stable and sustainable funding framework
- Expand the outreach/visibility of OSSREA
- Strengthen strategic leadership and governance structure.

OSSREA has identified five strategic objectives and 23 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 action research on identified research themes by engaging key scholars, policy makers, private practitioners, civil society organizations and media in the region, including the diaspora.

Activity 1.2: Strengthen the research capacity of African universities and civil society organizations through advanced research methodology training and tailor made short courses including promoting publication of research results in books and journals. This also includes capacity building initiatives that aim at strengthening capacities in specific selected thematic areas.

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: Developing data bases of researchers and scientific organizations which consist of experts, early career researchers, private practitioners, policy actors and civil society organizations.

Activity 1.6: Harness synergies of different actors in co-production of research and evidence.

Strategic objective 2:

Enhance the social science research and public policy interface

Activity 2.1: Organize on-line and off-line policy dialogue fora between academia and policy makers, policy influencers, civil society organizations, private practitioners and media in the region, by translating research outputs into communication products for research uptake and evidence policy making. This also aims at jointly setting the research agenda and discussing 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: Improve governance and establish partnerships with several stakeholders including private practitioners to support OSSREA to remain an ongoing concern.

Activity 3.3: Strengthen links with regional organizations, private practitioners and national authorities for collaborative research, contract research and consultancy services.

Activity 3.4: 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 3.5: 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.

Activity 4.4: 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.

Activity 5.5: Improve the organizational structure and effective leadership of Chapters and Headquarters.

OVERVIEW OF OSSREA

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.

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.

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 policymakers in Africa and strengthen the interface between public policy and social science research

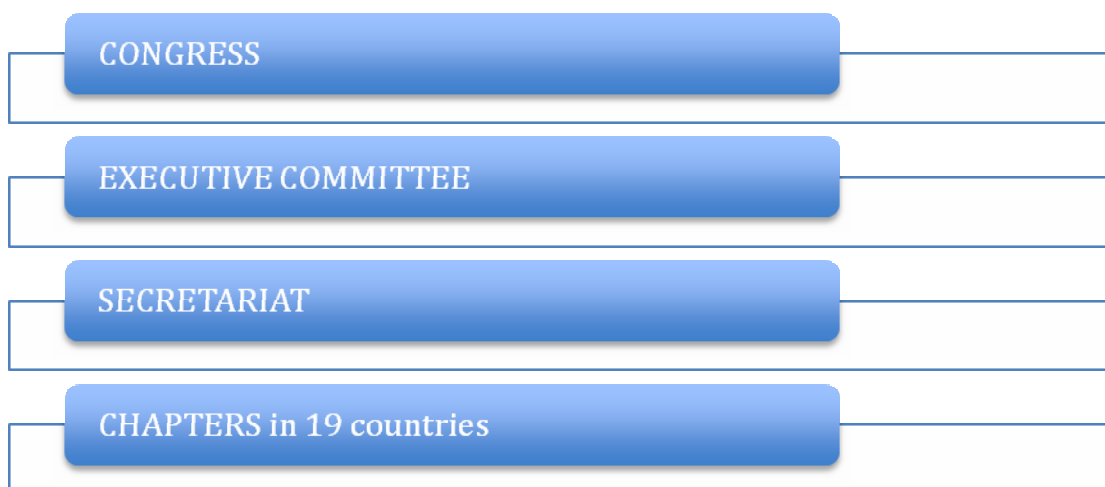
GOVERNANCE STRUCTURE

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 19 Chapters: Angola, Botswana, Ethiopia, Kenya, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Rwanda, South Africa, Sudan, South 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 specialized research programmes.

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.

Figure 1. The structure of OSSREA as a network



The Congress is the highest decision-making organ in all matters pertaining to the organization. The Congress meets every three years or as the Executive Committee may determine or as justifiably requested by at least two-thirds of national committees in the member countries. The Congress performs its functions through two separate proceeding, namely, the Conference and the Business Meeting. Conference is a forum for exchange of ideas and views on a wide-range of social science issues while the Business Meeting is a forum for making policy decisions of the organization. Each chapter is represented at the Business Meeting by maximum of three members and is entitled three votes. Due to the transition explained the business of the congress

and executive committee might have to be conducted from a distance if new sources of resources to support them are not tenable.

The **Executive Committee** is responsible for implementation of policies and resolutions adopted by the Congress and overseeing general affairs of the Organization. It consists of:

- (a) The President;
- (b) Three Vice Presidents, one of whom should be a citizen or permanent resident of the country in which the organization has its headquarters and at least one of them should be a woman;
- (c) Three members at least one of whom should be a woman; and
- (d) The Executive Director as a non-voting member and Secretary of the Executive Committee.

With the exception of the Executive Director, members of the Executive Committee are elected from among the full members of the organization. The Executive Committee meets at least once a year to inter alia:

- (a) Give effective direction to the Organization;
- (b) Review past performance of the organization from the last Executive Committee meeting;
- (c) Adopt progress reports and financial statements; and
- (d) Consider future plans of action.

The Secretariat headed by the **Executive Director** consists of the Executive Director, Directors, Coordinators and other technical and administrative staff deployed as per the organizational structure of the organization.

The Secretariat's duties and functions include, among others, to:

- (a) Assist all OSSREA governance organs in fulfilling their institutional duties and realizing OSSREA's institutional objectives;
- (b) Undertake all administrative, financial, protocol and legal affairs of the organization,
- (c) Assist in preparation, publishing and dissemination of OSSREA Publications;
- (d) Assist in development of research and capacity building programmes and compiling of financial and progress reports to donors and partners

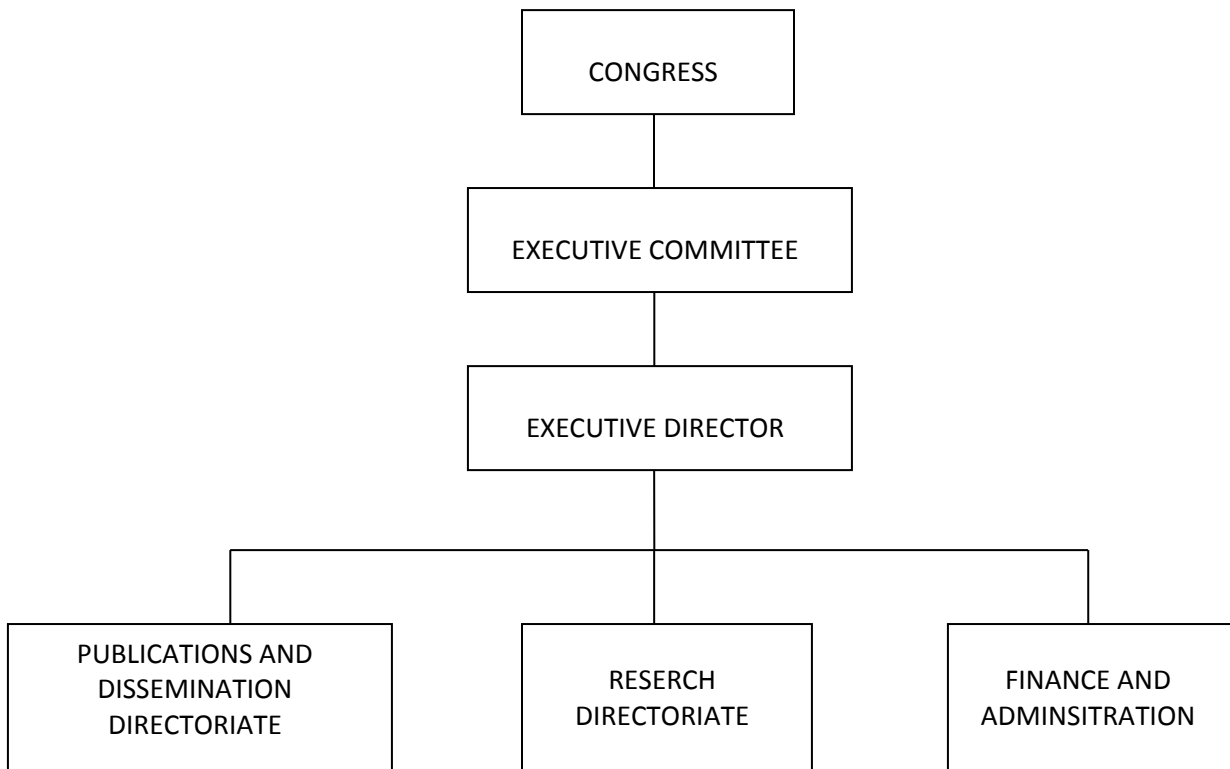
OSSREA has 19 chapters namely: Angola, Botswana, Ethiopia, Kenya, Lesotho, Madagascar, Malawi, Mauritius (includes Seychelles), Mozambique, Namibia, Rwanda, South Africa, South Sudan, Sudan, Swaziland, Tanzania, Uganda, Zambia and Zimbabwe.

Chapters link OSSREA with Universities and faculty, national authorities and civil society organizations, co-ordinate OSSREA activities in their respective countries, link up with policy makers and organize national workshops, research methodology training, scientific debates, networking programmes, and consultancies, publish proceedings of workshops and take part in OSSREA's specialized research programmes.

The activities of OSSREA at secretariat are

- (a) Research activities
- (b) Capacity Building
- (c) Publications and Dissemination;

Figure 2: OSSREA Organogram



GUIDING PRINCIPLES

This strategy is guided by the following principles:

- **A holistic approach** to capacity development that combines individual, institutional and organizational development. **Complementarily** 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 meeting donors' and OSSREA's objectives and it will be expected from management, staff and grantees.

PRIORITY THEMATIC AREAS

The thematic areas in the Strategic Plan 2011-2015 were extensively exploited and policy forums and knowledge products have been reported annually. The Strategic Plan 2011-2015 was well endowed with donor support. In 2016 to 2020 the Thematic Areas have been prioritized in relation to the changing environment at OSSREA cognizant of the Global Vision 2030 and the African Agenda 2063. These are themes for which some knowledge has been harvested and stored and are the basis for further action research in collaboration with other organizations. These are themes that answer the demands of the emerging issues at global, regional, national and community levels. The selected themes include:

1. Youth Employment
2. Social justice, development and governance
3. Peace, security and good governance
4. Agriculture and Food security
5. Inclusive growth and development
6. Internationalization of Higher Education
7. Gender issues
8. Natural resources, rural development and climate change
9. Global Health
10. Migrations and Trade

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.

METHODOLOGY

Methods used to develop this plan include strategic planning workshops at the Headquarters and at eight Chapters, through interviews with key personnel, and desktop study. 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. This was followed by a SWOT analysis. Stakeholder demands and leverages were identified, strategic issues assessed; and vision, mission and objectives were articulated.

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.

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	Weaknesses
<ul style="list-style-type: none"> • Rich experience in providing African scholars with ample opportunities to conduct research • Reputable publications • Well functioning documentation centre • Transparent grant award system • Good interpersonal relationships among staff 	<ul style="list-style-type: none"> • Overreliance on external donors with a weak resource mobilization model as a fund-raising mechanism; • Weak membership registry that lacks a systemized mechanism for

<ul style="list-style-type: none"> • Lean internal structure at HQ • Capacity to do more with less • Acceptable level of employee competence and motivation at HQ 	<ul style="list-style-type: none"> • membership fee; • Dependence on donors for support so as to schedule and run research methodology and Gender Mainstreaming courses; • Weak relationship between Chapters and Headquarters; • Ad hoc election of jurors and reviewers of the journal articles and other research outputs; • No formal human resources development policy; • Inadequate ICT infrastructure
<p style="text-align: center;">Opportunities</p>	<p style="text-align: center;">Threats/Challenges</p>
<ul style="list-style-type: none"> • Positive attitudes and political commitment from African governments for trans-disciplinary research; • Supportive relationship with regional and international organizations as a globally recognized Think Tank; • Increasing demand for evidence-based research for policy making; • Strong overall performance record; • Increasing number of female scholars; • Goodwill from OSSREA members who are skilled, knowledgeable and multi-disciplinary; • Continued commitment of international donor agencies; • Strong links with higher learning institutes in the region; • Potentials of better IT; • Real and considerable need for continuous and in-depth research; • Regular and of high quality research products that are shared on-line and off-line to a wide audience; • Wide demand for OSSREA’s research, consultancy and capacity-building programmes. 	<ul style="list-style-type: none"> • Maintaining and sustaining the research network especially with the trans-disciplinary approach; • Lack of commitment from researchers to help the secretariat fund-raise; • Competition from profit-making research and consultancy institutions; • Donors and governments preference for national Think Tanks; • Changing donor priorities.
	<ul style="list-style-type: none"> •

Strengths: Enhancing Factors

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.

OSSREA's primary goal is to promote African scholarship through internationalization of social science research and capacity building. OSSREA primarily achieves this goal through provision of research grants for senior and early career researchers. As they carry out research, they are equipped with skills and knowledge in research development framework, institutional strengthening, academic writing and communicating research for research uptake.

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	15	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
Knowledge harvesting research grants(2014-2016)	17	34		51
Total number of grantees (all categories)				726

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

Types of capacity building program	Number of trainees
Research methodology training (2000-2009)	445
Research Methodology Training (2016)	32
Gender training (2005-2007)	104
Gender Mainstreaming in Research Training (2016)	98
Research Development Framework and Institutional Strengthening (2016)	21
Total	700

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 journals have high academic quality and international reputation. They all undergo rigorous peer reviews. 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 2015, OSSREA has produced and disseminated two issues of the EASSRR Journal per year and 201 peer-reviewed books in total.

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

Thematic area	Number of Publications
Global health and Gender Issues	33
Natural Resources Management (NRM), Agriculture and Environment	112
African Conflicts, Migration and Peace	12
Good Governance, Democracy and Human Rights	15
Dry-lands Husbandry Project (DHP) and Pastoralism	12
Poverty Reduction Strategies (PRSP)	12
Trade, Investment and Economic Development	12
Youth employment	03
Agriculture and food security	8
Miscellaneous	34
Total	253

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 organized search database.

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.

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. Changes recommended by NORAD and DANIDA evaluation reports were effected. OSSREA now has a new face.

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. It has now adopted the project method approach where most of the academic staff are aligned to projects that they are running.

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. Cost effectiveness is embraced as a virtue with guidance of OSSREA Procurement and Financial Manual. The performance potential, given more resources, is clear.

Employee competence and motivation

OSSREA has 11 employees at the moment. The staff capacity was down-sized when donor funding was halted. It is heavily relying on its network of scholars for accomplishment of tasks. 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 shows strong commitment to the objectives of their units. However, this model is hampering the effectiveness of the organization. There is urgent need to hire competent regular academic staff at the secretariat so as to boost her capacity.

WEAKNESSES: INHIBITING FACTORS

Adherence to conventional programmes and means of delivery

Alternative mechanisms for knowledge creation such as commissioned research, contract research, comparative and collaborative research are a new paradigm shift from the conventional methods of research and capacity building. Transdisciplinary research is meeting resistance due to specialization of knowledge, limited training opportunities, and the dilemma that scholars have on how their research outputs will be received and published in the academic space. OSSREA's is at a nascent stage of this paradigm shift and is determined to contribute to new frontiers of knowledge.

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. In 2015, DANIDA fund was limited though it produced 53 research products, out of which were 5 books, one dissertation and one Social Science Research Series. One of the problems is over-reliance on conventional resource mobilization.

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 personalized, and accounts were not disaggregated per activity. Between 2008 and 2009 corrective measures were taken to harmonize systems, enhance internal communication, and 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.

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 (e.g. staff development, leadership succession); ICT (e.g. 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.

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.

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.

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.

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.

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.

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.

Avenues for disseminating research output

Distribution outlets (e.g. 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.

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.

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 customer 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.

OPPORTUNITIES

Favorable 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.

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 sociopolitical issues. Negotiations are on-going for more tangible collaborative activities with regional bodies.

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.

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	5	17
2004	245	35			
2005	186	39			
2006	178	41			
Total	1293	242		237	54

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.

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.

Goodwill from OSSREA members

Members of the 19 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 centers.

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.

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.

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. IT has reduced the need and cost of physical meetings or even capacity building. For example, MOOCs (Massive Open Online Courses) are now a tool for reaching wide audiences in teaching and learning. For management, strong ICTs where they are available, can be used to facilitate meetings using skypes, webinars and online communication. So far OSSREA has done well using its website. In the absence of donor support meetings like those of Liaison Officers could be made online pending mobilization of funds.

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.

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.

CHALLENGES AND POSSIBLE CONSTRAINTS

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.

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 caliber 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.

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.

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. The Resource Mobilization Policy should be re-examined and implemented especially in areas relating to the following:

- *Forging partnership with corporate bodies:* The Secretariat is developing a programme on private sector development. The aim is trying to solicit support from private enterprises to support research and postgraduate courses on the private sector. EC Members are requested to take lead in their own countries and those in their portfolios to mobilize banks and transnational corporations to fund projects on issues of interest to them.
- *Mobilizing support for OSSREA at national and regional levels:* EC Members are requested to use their membership of this august Think Tank to mobilize support in terms of donations and project activities in their countries. You are the ones in your countries who know where the money is. What you need to do is to convince the authorities that OSSREA can handle the problems they are grappling with and deliver. You will be the coordinators of these projects you identify.

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.

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.

STAKEHOLDERS ANALYSIS

The process of strategic planning enabled OSSREA to identify the organization's key stakeholders and their concerns and expectations, and to explore how they influence the organization. OSSREA has carried out an extensive exercise to identify institutions that have any kind of stake in its overall operations. It has also analyzed their interests/expectations, their contributions and their possible reactions if their interests are not met.

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.

Working very closely with universities, researchers, governments, CSOs, private practitioners and policy influencers will enable OSSREA not only to fulfill 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 in a participatory manner will help donors and regional and national authorities to achieve their development objectives.

Table: Stakeholders Analysis

No.	Stakeholders	Interest/Expectations	Contributions	Risk if expectations not met
1.	OSSREA	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 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 into 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	Researcher 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
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continued...

No.	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 specially Ph.D. programmes; institutional capacity development for managing research programmes; supporting the publication and dissemination capacity of staff; technical and financial support; defining research agenda; undertake joint research projects; became 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, AVC 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,	

SUMMARY OF THE SWOT AND STAKEHOLDER


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.

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.

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.

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.

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. 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.

MANAGEMENT MATRIX

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

Table: Result based Management Matrix

Strategic Objective1: 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	Assumptions/ Risk mitigating strategy
	1	2	3	4	5					
1) Develop Research proposals in OSSREA’s five thematic areas	√	√				1) 30 research proposal 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 2&3) Analytical capacity of young and senior scholars strengthened 2,3&4) Capable and skilled research team created 5) strong and sustained financial capacity to conduct research	1) Number of research proposals developed and percentage of proposals which secure funding 2) Number of research teams created 3) Number of research methodology workshops conducted 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) Amount of funds mobilized	23 OSSREA Chapter offices; policy makers in countries of Eastern and Southern Africa ; international and regional organizations; donors; higher learning and research institutions	Government and donor commitment to support social science research/networking and dialogue Adequate and competent staff at HQ/ requirement of qualified staff Commitment of OSSREA members and Chapters/ continuous communication and periodic meetings
2) Identify senior and young researchers (in case study countries); and establish research teams for each cluster	√	√	√	√	2) 30 research teams created					
3) Develop and launch research methodology workshops for each cluster	√		√		3) 5 research methodology workshops conducted					
4) Conduct research on the five clusters (30 research topics)	√	√	√	√	4) 30 research projects completed and reports submitted (6 research projects per year)					
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					

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	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, role of OSSREA and host institutions)	√					1&2) 5 research schools established	1,2 &3) Ph.D. Students research Capacity of strengthened, and completed their students on time	1) Study report submitted; number of research schools established	Universities in eastern and southern Africa offering PhD. Courses	commitment and willingness of higher officials of universities running PhD. Programme/ adequate preparation and consultation
2) Support the establishment of research schools in selected Chapter countries	√	√	√	√	√	3) 50 Professionals who supervise and offer research methodology courses mobilized	2&3) Ph.D. students present their research proposals, field work reports and final manuscripts	2) Number of Professional Supervisors for PhD. Students Mobilized From Africa And Northern Universities	PhD. Students in The region	Sufficient funds generated from donors/ relevant and robust training programme
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)	√	√	√	√	√	2&3) 300 PhD. Candidates offered research methodology courses and attached to supervisors	2&3) Ph.D. Students published their research outcomes in reputable journals	3) Number of PhD. Students trained in the region and percentage of PhD. Students completed their studies		
4) HQ to mobilize funds from existing and new donors and national governments	√	√	√	√	√	2&3) 600 publications from Ph.D. Candidates and Disseminated	2&3) Decreased brain drain	2&3) Number of publications in reputable journals by PhD. Students		
						4) USD 1 million mobilized	4) Financially sound research schools	4) Amount of money mobilized for the research schools		

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	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 Researchers)	√	√	√	√	√	1) 100 young scholars, 45, senior scholars, 45 sabbatical fellows, and 45 post-doctoral researchers perform independent research	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) staff exchange among research and higher learning institutions strengthened	1) Number of Research awards given for young scholars, senior scholars, post-doc searchers and sabbatical fellow; number of social science and gender research reports published and disseminated; number of books published, sold and ordered	Young scholars in the region Senior scholars, recently graduating PhD. Holders, senior staff and sabbatical fellows	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	√	√	√	√	√	2) 10 research methodology courses launched (presentation and defense of proposals)	4) Decentralized grant management	1) Career development of grantees 2&3) Number of research proposal defense and dissemination workshops conducted and number of research projects completed on time	OSSREA members Higher learning and research institutions	
3) Organize workshops for grant winners to present their finding and get feedback from experts	√	√	√	√	√	3) 10 research findings presentation and peer review workshops conducted				
4) Involve Chapters in advertising research grant competitions, selection of grant winners and following up grantees research activities	√	√	√	√	√	4) Chapters involved in grant management		4) Number of Chapters actively Involved in grant management		

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

Action	Time Frame- Year					Output	Outcome	Performance Indicators	Reach	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 on gender mainstreaming Enhanced	1) Number of training needs assessment conducted by HQ and Chapters	Research institutions and universities in the region	Higher demand for gender mainstreaming courses by government and non-government institutions in the region/networking and consultation
2) Develop Modules for the gender mainstreaming, budgeting and auditing courses	√		√			2) Training modules for gender mainstreaming developed	2,3&4) knowledge of policy makers in government and non-government institutions on gender mainstreaming improved	2) Number and quality of training modules; and Number of Universities Using training modules	Government and non-government organization in the region	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)		3&4) Number of Trainees participated in the gender mainstreaming courses; gender and country balance of trainees; increased collaboration between researchers and policy makers on gender issues		Knowledgeable personnel in the field/ recruit qualified personnel
4) Provide online training on gender mainstreaming, budgeting and auditing			√	√	√	4) Online gender mainstreaming courses offered for 150 trainees				

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	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 evaluation and tracer studies conducted	Chapters	Cooperation with Chapters, universities and policy implementing institutions/ networking and communication
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	Adequate staff and budget/advance preparation to secure funding and recruitment of qualified staff
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 evaluation on the utilization of research reports and books for teaching and research	2,3&4) Measures to remedy the further improve the strengths considered	5) Degree of utilization of research project outcomes as input for policy	Universities and regional and national policy makers	
4) Conduct studies to evaluate the degree of utilization of OSSREA’s research output by policy makers			√		√	Two reports on the degree of utilization of research output by policy makers				

Strategic Objective2: Enhance social science research and the public policy interface

Activity 2.1: Organize policy dialogue for a 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	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 Cooperation's (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&3) Research outputs are discussed and integrated in policy making process of governments, non-government organizations, international and regional organizations</p> <p>2&3) interface between research, policy and practice enhanced</p>	<p>1,2&3) Number of policy dialogue fora conducted in Chapters and HQ</p> <p>2&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>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- Year					Output	Outcome	Performance Indicators	Reach	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&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&3) Ways and means for effective communication between researchers and policy makers developed</p> <p>2&3) Collaboration between policy makers and researchers improved</p> <p>2&3) Capacity for utilization of research results among policy makers enhanced</p>	<p>1&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, internationals and regional institutions</p> <p>Researchers in higher learning and research institutions</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 Objective3: 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- Year					Output	Outcome	Performance Indicators	Reach	Assumptions/ Risk mitigating strategy
	1	2	3	4	5					
<p>1) Chapters Identify local organizations in their countries interested in enhancing research capacity of scholars; and approach their governments for possible funding</p> <p>2) HQ aggressively networks with African Union, RECs, UN bodies, ADB and other international and regional organizations and approach them for possible funding</p> <p>3) HQ enhances its accountability and transparency for the funds from its existing and new donors</p>	√	√	√	√	√	<p>1) Chapters approach local organizations and sign MOUs</p> <p>2) HQ Approaches regional and international organization and sign MOUs</p> <p>3) Periodic reports as per agreements with donors</p>	<p>1) New sources of income created for Chapters</p> <p>2) Improved networks with donors and African governments created</p>	<p>1) Number of MOUs signed between Chapters and local organizations</p> <p>2) Number of agencies Contracted by HQ per year and MOUs signed</p> <p>3) Number of reports submitted to donors</p> <p>1,2&3) Yearly percentage increase in Fund generated from donors and national governments</p>	<p>National governments in Eastern and southern Africa</p> <p>African Union, RECs, UN bodies, ADB and other international organizations</p>	<p>Qualified staff and leadership at HQ and in the Chapters/ committed and strong leadership</p>

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

Action	Time Frame- Year					Output	Outcome	Performance Indicators	Reach	Assumptions/ Risk mitigating strategy
	1	2	3	4	5					
1) Chapters Bid for consultancy services	√	√	√	√	√	1&2) At least 1 consultancy or contract research projects carried out by each Chapters every year 3) HQ has Approaches regional and international organization and sign MOUs 4) Periodic reports as per agreements with donors	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	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
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	√	√	√	√	√					

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

Action	Time Frame- Year					Output	Outcome	Performance Indicators	Reach	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	Commitment by HQ staff and Chapter executive committee/ training on the new accounting system
2) Introduce the three-tier funding system to Chapters and 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: Mobile funding for establishing and maintaining OSSREA’s endowment fund through organizing pledge events and soliciting donations from regional bodies, national authorities, corporates and individuals philanthropists

Action	Time Frame- Year					Output	Outcome	Performance Indicators	Reach	Assumptions/ Risk mitigating strategy
	1	2	3	4	5					
<p>1) Develop project document of the establishment of OSSREA’s endowment fund – the need for the fund, the modalities of mobilizing funds, and accounting procedure</p> <p>2) HQ organizes pledging events to mobilize funds from national authorities, corporate bodies and individual philanthropists</p>		√				<p>1) A project document prepared</p> <p>1 million USD endowment fund mobilized by HQ</p>	<p>2) A favorable ratio between donor support and own sources is created</p>	<p>1) Project document prepared</p> <p>2) Amount of money generated for endowment fund</p> <p>2) Yearly increase in the amount of fund generated for endowment fund</p> <p>2) Number of pledging events organized by Chapters and HQ</p>	<p>Regional bodies, national authorities, corporate bodies and individual philanthropists</p>	<p>Willingness of national authorities, corporate bodies and individuals/ networking and communication</p>

Strategic Objective 4: Expand outreach/visibility of OSSREA

Activity 4.1: Increase the dissemination of research outputs and PhD. theses

Action	Time Frame-Year					Output	Outcome	Performance Indicators	Reach	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)	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 and within Chapters and between Chapters and HQ	1-7) Number of EASSR journal OSSREEA's tri-annual bulletin, books, research report series, workshop and conference proceedings published, 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, donor, regional and international organizations	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	√	√	√	√	2) 15 OSSREA's tri-annual bulletin published and disseminated (100 copies)					
3) Publish and disseminate books from OSSREA's research projects		√	√	√	3) 20 books from HQ research projects published (100 copies)					
4) Publish and disseminate books from Chapters' research projects			√	√	4) 46 books from Chapters research projects published (100 copies)					
5) Publish and disseminate gender issues and social science research report series (young scholars grant winners)	√	√	√	√	5) 10 social science and gender research report series for young scholars published (100 copies)					
6) Publish and disseminate books of OSSREA grant winner (sabbatical, senior scholars and post-doctoral fellows)	√	√	√	√	6) 15 books of selected sabbatical, senior and post-doc researchers published and disseminated (100 copies)					
7) Publish and disseminate workshop and conference proceedings		√		√	7) Chapters publish and disseminate 46 workshop proceedings; and HQ publish 2 congress conference proceedings (100 copies)					

Continued....

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

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-Year					Output	Outcome	Performance Indicators	Reach	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	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	Higher learning and research institutions in the region and other parts of the world National governments, civil society institutions, donor, regional and international organizations	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 consultative activities	√	√	√	√	√	2&3) HQ linked with at least 10 research and higher learning institutions in Africa and other parts of the world		1&2) Number of collaborative research and consultancy activities carried out by Chapters and HQ		

Activity 4.3: Build a database of researchers, scholars and consultants in the region

Action	Time Frame-Year					Output	Outcome	Performance Indicators	Reach	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) Number of chapters that developed database	Social science researchers in the region	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	√						1,2&3) Social science researchers tapped	1,2&3) Number of researchers in the database		
3) Upgrade the database			√		√		1,2&3) Enhanced OSSREA's capacity to respond to demand	1,2&3) Accessibility of database		

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

Action	Time Frame- Year					Output	Outcome	Performance Indicators	Reach	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) Upgrade the system</p>	√					1,2&3) Enhanced OSSREA's network established both at Chapter and HQ level	1,2&3) OSSREA's visibility at regional, continental and international level increased	1) Thickness and viability of network	<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>	Willingness of stakeholders/ continued communication

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

Action	Time Frame- Year					Output	Outcome	Performance Indicators	Reach	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 strengthen		√				1,4,5) OSSREA constitution assessed and amended 2,3,5) internal policies and procedures revised	1-5) Improved working policies and procedures developed 1-5) Improved transparency and accountability 1-5) Improved governance structure	1-4) Number of policies and procedures revisited 5) Cost and time saved in OSSREA's operation due to improvements in policies and procedures	OSSREA Congress, Executive Committee, Secretariat, and Chapters	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	√	√								
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 embers

Action	Time Frame- Year					Output	Outcome	Performance Indicators	Reach	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 individuals); 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&3) Transparent and accountable system of grant administration</p> <p>2&3) Effective membership administration and mobilization system</p>	<p>1&3) Increased Number of applicants for grants</p> <p>1&3) Lower number of defaulters</p> <p>2&3) Increased number of members</p> <p>2&3) Increased participation of members in key decision-making processes</p>	<p>Chapters, grantees, members, Executive Committee members and Secretariat</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	Assumptions/ Risk mitigating strategy
	1	2	3	4	5					
1) Assess Chapters' current structure and activities and expand their roles and responsibilities	√					1-4) New Chapter structure and policy developed and implemented	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	Commitment and cooperation of OSSREEA members, Executive Committee and Secretariat/ communication and dialogue
2) Map the type of relationship between Executive Committee, the Secretariat and Chapters and develop new policies on the forms and manner of linkages among them	√									
3) Develop new procedures on the mode of financing the operation of Chapters and accountability mechanisms	√									
4) Implement new procedures and policies		√	√	√	√					
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	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	Willingness of social science researchers in the region/continuous communication
2) Identify key social science researchers and former board and executive committee members to be members of the Quality Assurance Committee	√									
3) Appoint and launch Quality Assurance Committee	√	√	√	√	√					

Activity 5.5: Improved organizational structure and leadership effectiveness

Action	Time Frame- Year					Output	Outcome	Performance Indicators	Reach	Assumptions/ Risk mitigating strategy
	1	2	3	4	5					
<p>1) Review the Present organizational structure of OSSREA</p> <p>2) Revisit the current job descriptions and job specifications as well as position assignments and put revisions into action</p> <p>3) Assess the current leadership weaknesses and strengthens and develop and Implement new mechanisms for leadership Effectiveness</p> <p>4) Develop leadership secession plan and human resource development plan for the HQ and put into action</p>	√			√		<p>1) Improved governance structure developed</p> <p>2) Job descriptions and specifications and position assignments revised</p> <p>3&4) HQ leadership effectiveness mechanism, succession plan and HRD plan developed</p>	<p>2) Result based staff performance system</p> <p>3&4) Effective leadership and smooth and coordinated operation</p>	<p>1,2) Leanness of the structure of OSSREA</p> <p>2) Number of performance based plans developed by staff</p> <p>3&4) Quality of leadership effectiveness</p>	HQ and executive committee	Commitment and cooperation of OSSREA executive committee and Secretariat staff/communication and dialogue