

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



## OSSREA Annual Report 2014

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## Abbreviations

AfDB	African Development Bank
AFRODAD	African Forum for Debt and Development
CEWARN	Conflict Early warning and Response Mechanism
CIPPEC	Centre for Promoting Public Policies promoting equity and growth
CPST	Centre for Parliamentary Studies and Training
DANIDA	Danish Development Authority
ELLA	Evidence and Lessons from Latin America
ESRF	Economic and Social Research Foundation
IAG	Inter Africa Group
IDRC	International Development Research Centre
IGAD	Intergovernmental Authority on Development
IPAR Rwanda	Institute for Policy Analysis and Research
LPI	Life and Peace Initiative
MoU	Memorandum of Understanding
NORHED	Norwegian Higher Education and Development
SAR	Scholars at Risk
SINHMA	Scabairini Institute of Human Mobility
SOTTU	State of the Union
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNFPA	United Nations Fund for Population
UWC	University of Western Cape

## **INTRODUCTION**

OSSREA's objectives continue to be encouraging and supporting research and capacity building in the social sciences in Eastern and Southern Africa. It promotes collaborative research and capacity development and networks with institutions and individuals working on similar goals and objectives and promotes policy engagement and dialogue between researchers, capacity development specialists and policy actors in state and non state sectors. The year 2014 marked the fourth in the implementation of our Strategic Plan 2011-2015. The current as in the past contains report for the year 2014 and activity plan for 2015 in three broad sections consistent with the Directorates at OSSREA headquarters. Research and Capacity Building report, Publications and Disseminations report and Finance and Administration report.

Capacity development activities were considerable even if less numerous than in the previous year. They were uniquely important in relation to influencing policy. In 2014 OSSREA held 4 policy dialogues in Zimbabwe, Uganda, Kenya and Rwanda and had training in Research Methodology for PhD candidates in Namibia and Gender mainstreaming in Tanzania. A number of activities were started in 2014 and are still going on to form part of the activities of 2015. OSSREA started undertaking a three year project with Practical Action Consulting under ELLA II in partnership with CIPPEC of Argentina. The project is on Accountability of Executive bodies on Parliament. OSSREA started to collaborate with LPI, CEWARN and IAG on research on security governance. OSSREA offered consultancy services to ACBF and Oxfam. We have created a data base of more than 20 proposals that are being used to respond to calls. OSSREA has forged signed 6 MoUs with institutions and individuals. IPAR, ESRF, SINHMA, UWC, AFRODAD, SAR etc These are not only for OSSREA but is opening new ground and relations. We have also initiated a project to link OSSREA and Indian institutions. CIPPEC already a partner based in Argentina provides a link to partner with Latin American institutions. The Directorate of Research and Capacity Building provides a more detailed report below.

By the middle of the year of 2014 OSSREA had released 14 peer reviewed volumes. Four more volumes edited in 2014 will be released before June 2015. Data on who accesses OSSREA's publications indicates that they are more popular outside the African continent a good indication of demand for OSSREA publications. Detailed information is provided in the report by the Directorate of Publications and Dissemination.

OSSREA was listed in the Global Think Tanks and ranked number 27 in Africa and appeared in 9 categories making it the 5<sup>th</sup> Think Tank according to a recent UNECA's analysis. One of the notable categorizations is that of being among major Think Tanks that have impact on public policy. It is this attribute that has the message about how our activities have impact on society. The ranking reflects a continued recognition of OSSREA regionally and around the globe as well as its outputs that were realized in 2014.

It was a year of success but also of challenge that need new strategic attention particularly with the suspension of two donors funding. The suspension provides the first reflections on the next Strategic Plan 2016-2020 reported under Activity planning for 2015. A major component of the strategic plan is diversification of sources of funds. While OSSREA will continue to invite partnerships and support from donors effort has started being put in sources from the market through a new business model. These will

include demand driven research activities awarded from open and competitive sources, demand driven capacity building initiatives, new fund raising mechanisms involving membership support and patronage. OSSREA has however also continued to engage in non monetary collaboration that enhances institutional visibility and capacity.

### **Structural matters**

OSSREA continues to have presence in more than 20 countries with active Liaison Offices in 21. For many years these have been the structures through which local level activities are organized, bringing together members, holding meetings and workshops and constituting members of the Congress the supreme body of OSSREA. For many years Chapters are no longer receiving core funding but compete to hold workshops. Annual meetings will be most likely held by tele or electronic means to make them cost effective. As agreed in June 2014 Chapters will also participate in mobilizing resources to bolster chapter activities other than those originating from the Secretariat. Seven to eight chapters will be holding policy dialogue workshops from DANIDA support in 2015. They assisted in mobilizing members and non members to respond to the 5 calls for book chapters in 2015. The former two activities are reported in detail in the Directorate reports.

The Liaison Officers for the year ending 2014 are as follows

	Chapter	Name	Contact
1	Angola	Dr Agostino Cachapa	<a href="mailto:agostinhocachapa@yahoo.es">agostinhocachapa@yahoo.es</a>
2	Botswana	Dr Motshedisi Sabone	<a href="mailto:SABONEMB@mopipi.ub.bw">SABONEMB@mopipi.ub.bw</a>
3	Ethiopia	Dr Mukuneh Wolde Tsadik	<a href="mailto:mabshare@gmail.com">mabshare@gmail.com</a>
4	Kenya	Prof Peter Barasa	<a href="mailto:barasap@yahoo.co.uk">barasap@yahoo.co.uk</a>
5	Lesotho	Prof T.J. Makatjane	<a href="mailto:tj.makatjane@nul.ls">tj.makatjane@nul.ls</a>
6	Madagascar	Dr Zoly Rakotoniera Rakotondravelo	<a href="mailto:zolyra@yahoo.com">zolyra@yahoo.com</a>
7	Malawi	Dr JTizifa	<a href="mailto:jtizifa@cc.ac.mw">jtizifa@cc.ac.mw</a>
8	Mauritius (including Seychelles)	Mr Nicholas Ragodoo	<a href="mailto:n.ragodoo@uom.ac.mu">n.ragodoo@uom.ac.mu</a>
9	Mozambique	Aderito Machava	<a href="mailto:aderito.machava@uem.mz">aderito.machava@uem.mz</a>
10	Namibia	Dr Matengu Kenneth	<a href="mailto:kmatengu@unam.na">kmatengu@unam.na</a>
11	Rwanda	Claude Bizimana	<a href="mailto:C.BIZIMANA@ur.ac.rw">C.BIZIMANA@ur.ac.rw</a>
12	South Africa	Dr S.Ngubane-Mokiwa	<a href="mailto:mokiwsa@unisa.ac.za">mokiwsa@unisa.ac.za</a>
13	Sudan	Mr Hashim Bilal	<a href="mailto:hishambilal@gmail.com">hishambilal@gmail.com</a>

14	South Sudan	Dr Kimo A. Adiebo	<a href="mailto:lual.kimo@gmail.com">lual.kimo@gmail.com</a>
15	Swaziland	Dr Hebron Ndlovu	<a href="mailto:hndlovu@uniswa.sz">hndlovu@uniswa.sz</a>
16	Tanzania	Dr Magdalena Kokubanza Ngaiza	<a href="mailto:mngaiza@udsm.ac.tz">mngaiza@udsm.ac.tz</a>
17	Uganda	Dr Florence Asimwe	<a href="mailto:asiimwe@ss.mak.ac.ug">asiimwe@ss.mak.ac.ug</a>
18	Zambia	Edith Jere-Bedding	<a href="mailto:Edemeje@yahoo.co.uk">Edemeje@yahoo.co.uk</a>
19	Zimbabwe	Dr Innocent Chirisa	<a href="mailto:chirisa.innocent@gmail.com">chirisa.innocent@gmail.com</a>

In 2014 following the new constitution, Research Hubs have been introduced in the OSSREA Chapter. These are still on a formative stage. There is the Research Hub on climate change, disaster risk reduction on a planning stage to be hosted by Moi University to serve the entire network. A research hub on conflict resolution and sustainable development has been planned to be based at University of Rwanda. Other two planned are one on Gender and another on the Research School.

Another important structure is the management at the secretariat. Towards the end of 2014 Professor Paschal Mihyo left OSSREA and now the secretariat is run by an Acting Executive Director. Oversight on behalf of the Executive Committee is provided by the Resident Vice President. No new employees have been recruited and the total number of employees stands at 13. However there are openings and encouragement for professionals to come into understanding with OSSREA with the aim of joint activities that can further the goals and resource mobilization. In 2015 a memorandum was signed with one Professor who has several ideas on how to strengthen OSSREA the details of which are provided separately.

Senior positions at the secretariat are as follows;

	<b>Position</b>	<b>Name</b>	<b>Contact</b>
1.	Acting Executive Director	Prof Herman Musahara	<a href="mailto:musahara@ossrea.net">musahara@ossrea.net</a>
2.	Acting Director of Research and capacity building	Dr Truphena Mukuna	<a href="mailto:truphena@ossrea.net">truphena@ossrea.net</a>
3.	Director of Finance and Administration	Mr Hassen Abeaw	<a href="mailto:hassen@ossrea.net">hassen@ossrea.net</a>
4.	Director of Publications and Dissemination	Dr Abiye Daniel	<a href="mailto:abiye@ossrea.net">abiye@ossrea.net</a>

Between the management and Congress is the Executive Committee. The current committee was elected into place in 2014. It continues to be responsible for managing and overseeing the overall operation of OSSREA. It ensures that the planned activities and policies endorsed by the Congress are duly

implemented. It convenes periodically to monitor activities and deliberate on matters that call for urgent decisions. The Executive Committee helps in mobilizing resources needed for realizing work plans. It has to represent OSSREA in regional colleges and ensure a gender balance

The current Executive Committee is composed by the following members

	Position	Name	Chapter	Contact
	President	Prof Luckson Kaino	South Africa	<a href="mailto:muganyizikaino_prof@yahoo.com">muganyizikaino_prof@yahoo.com</a>
	Resident Vice President	Prof Baye Makonnen	Ethiopia	<a href="mailto:bayemekonnen@gmail.com">bayemekonnen@gmail.com</a>
	Vice President	Prof Ruth Otunga	Kenya	<a href="mailto:rotunga@yahoo.com">rotunga@yahoo.com</a>
	Vice President	Prof Charity Manyeruke	Zimbabwe	<a href="mailto:nevanjicm@gmail.com">nevanjicm@gmail.com</a>
	Member	Mr Mario Cumbe	Mozambique	<a href="mailto:mario.cumbe@uem.mz">mario.cumbe@uem.mz</a>
	Member	Mr Bernard Rutikanga	Rwanda	<a href="mailto:brutikanaga@ur.ac.rw">brutikanaga@ur.ac.rw</a> <a href="mailto:rutiberna@yahoo.fr">rutiberna@yahoo.fr</a>
	Member	Ms Thandi Khumalo	Swaziland	<a href="mailto:thandikhumalotf@gmail.com">thandikhumalotf@gmail.com</a>
	Acting Executive Director - Member and secretary	Prof Herman Musahara	Secretariat	<a href="mailto:musahara@ossrea.net">musahara@ossrea.net</a>

### Donors and partnership

As is reported by the Directorate of Finance traditional donors of Sida and NORAD have not shown any signs of resuming their support. It is important to report that towards the end of 2014 DANIDA decided to release the remaining part of their support and the activities agreed upon will constitute the activities of 2015. However the funds were released on condition that they are used for project activities only. Thus running of the secretariat has continued to depend on the reserve fund. Several monetary and non monetary activities are reported. What is noteworthy is therefore the continuation of the resolution of EC of June 2014 on reinventing OSSREA and mobilizing resources to augment the reserve fund as OSSREA repositions.

## **Major activities in 2015**

Current projects in the detailed part of this report

1. ELLA- The project Evidence and Lessons from Latin America is described under the Research and Capacity Directorate. It is programmed to end in 2017
2. DANIDA – The project activities are financed from the funds released by DANIDA and will go on till the end of 2015
3. LPI-Life and Peace Institute is a pilot project that is run in conjunction with CEWARN and IAG on cross border security governance
4. SOTTU- the consultancy for Oxfam has been concluded and the final draft is being edited on the implementation of major AU protocols
5. CPST-Centre for Parliamentary Studies and Training. OSSREA will be training parliamentarians in six sessions in 2015
6. NORHED- OSSREA participates in this project together with University of Khartoum, University of Bergen and Makerere. The project is planned to end in 2017

## **Project Funds Administration**

1. IDRC
2. Hebrew University
3. Erasmus University
4. IDRI

## **Project collaboration follow up and implementation**

1. UNDP Rwanda – OSSREA Rwanda is in the process of signing an MoU with OSSREA so that OSSREA together with the Rwanda chapter can be eligible to undertake two major tasks planned this year.

2. UNDP regional services centre- OSSREA was invited to a 3 day retreat of the Regional Service Centre for the Governance Cluster in March. This opened the possibility of OSSREA participating in this cluster as a Think Tank
3. UNDP Think Tank initiative- OSSREA in collaboration with IPAR has responded for call for proposals
4. NAI Rural Development- There is a prospect for participating in a project on Rural development in Ethiopia that will start before August
5. AfDB- UNDP invited Acting Executive Director to the Emergence of Africa International Conference in Abidjan where he used a one day to visit the headquarters of the bank and to explore the possibilities of partnership in 2015.
6. MoU with SinHMA- This is a South African research centre based in Cape Town that signed with OSSREA. When it secures funding for a project on migration in Ethiopia it is agreed it will be implemented by OSSREA in 2015
7. MoU with IPAR Rwanda and Think Tanks. OSSREA signed with IPAR Rwanda and will be doing a number of activities together in 2015
8. MoU with ESRF – Like IPAR OSSREA has signed a memorandum of understanding with the aim of having links with Think Tanks that are members of the TTI
9. ELIA and India- Evidence and Lessons from India and Africa is a proposed project after visiting and meeting the High Commissioner of India to Ethiopia
10. UNFPA- There are prospects of collaborating with UNFPA after the visit to OSSREA by its regional Director and Director of Research attending their conference and submitting a proposal
11. Rwanda Hub – plans had been laid to run a Rwanda Hub on Conflicts Resolution and Sustainable Development. The hub when in operation will run to beyond 2015 The Ministry of Education has given its support to OSSREA
12. UWC-ISD- University of Western Cape Institute for Social Development has developed an action plan which will lead

Non monetary links

1. SAR-Scholars approached OSSREA and signed an MoU for collaboration from 2015 onwards
2. AFRODAD-Approached OSSREA but has not signed yet to collaborate on matters of research on debt and development
3. Legatum-has invited OSSREA to participate in its conference on Urbanisation and Security conference
4. SDSN – OSSREA is a member of Sustainable Development Solutions Network which is a worldwide network to monitor the evolution of SDGs

Internal initiatives

1. E courses June to December
2. Fund raising directly from Chapters
3. Patronage reach out-former members of EC
4. Equity and other financial institution proposals

Hunting for new donors

1. North America
2. India
3. South Korea

Spin Off facility

Other fund raising activities

1. Ideas of books selling
2. Ideas of cash generating activities
3. Ideas on country small project calls

Professional understanding with resourceful professors

1. Prof Abebe Zegeye

## **PART I: DIRECTORATE OF RESEARCH and CAPACITY BUILDING**

Items reported under these items were started in the year of reporting 2014. However as most of these are continuing they appear as activities

### **1. Evidence and Lessons from Latin America (ELLA II): Project**

This is Comparative Study research project on Analyzing accountability of the Executive Bodies to the legislative Authorities in Africa and Latin America: A Comparative Study to derive Lessons learned.

The core objective of the project is that policy makers, policy influencers and practitioners in Africa and Latin America Countries Learn from Comparative Evidence From the two regions in order to inform their policies and practice, and ultimately to reduce poverty.

OSSREA signed a contract agreement with Practical Action Consulting (PAC) to implement ELLA II Project with the total budget of £130, 000. It is a four year research project (Spt. 2014 to Jan.31, 2017) between OSSREA and a Latin American Partner which is Centre for the Implementation of Public Policies for Equity and Growth (CIPPEC) – a research think tank based in Argentina.

As part of project activity:-

- OSSREA successfully conducted Design and Methodology workshop. The workshop was held in Addis Ababa from January 5<sup>th</sup> -9<sup>th</sup>, 2015. The objective of the training was to provide time for research teams both from Latin America and Africa to work together on their projects in order to advance from the proposal stage to the production of the first output- Design and method paper.
- Design and Method paper approved by PAC.
- Now we are on the start of data collection for a regional research paper.

### **2. DANIDA Project:**

Research, Capacity Building and Research Uptake with Emphasis on Climate Change, Food Security, Human Trafficking and Inclusive Growth

With confirmation gained from DANIDA to provide support for activities, OSSREA developed a project proposal.

- The project proposal has 3 core components:
  - ✓ Five book projects covering five themes-Climate Change, Food Security, Election Violence, Inclusive Growth and Human Trafficking
  - ✓ Seven national policy dialogue platforms to be organized by the chapters
  - ✓ Publication of the five dissertations that were completed after RESSESA research methodology courses
- OSSREA held a consultative meeting with the DANIDA representative (Dr. Lasse Moller). And consensus is reached on the project implementation modalities and timelines.

❖ **Project Progress**

A. Call for abstracts announced for the five book projects and outcome is summarized on the table below

No.	Book Project	No. Applications Received	No. Applications accepted for Preliminary Stage	Country Representation
1	Milestones in Climate Compatible Development in Selected Countries of Eastern and Southern Africa	65	22	Mauritius-3 Zimbabwe-3 Ethiopia-2 Lesotho-1 South Africa -4 Uganda-1 Rwanda-1 Botswana-1 Malawi-1 Kenya-3 Tanzania –1
2	Electoral Systems, Election Administration and Election Violence in Eastern and South African States	60	20	Zambia-2 South Africa-2 Rwanda-1 Uganda-2 Madagascar-1 Burundi-1 Ethiopia-2 Tanzania-1 Botswana-1 Lesotho-1 Malawi-1 Kenya-3 Mauritius-1 Mozambique-1
3	Social and Institutional Innovations for Achieving Sustainable Food Security in Eastern and Southern Africa.	84	21	Zambia-1 South Africa-2 Rwanda-1 Uganda-1 Ethiopia-4 Tanzania-2 Botswana-1 Malawi-1 Kenya-3 Zimbabwe -2 Sudan-1 Mauritius-1
4	Inclusive Growth and Development; Challenges and Opportunities in Eastern and Southern Africa.	80	20	South Africa-2 Rwanda-2 Uganda-3 Ethiopia-3 Tanzania-1 Botswana-1 Malawi-1

				Kenya-3 Sudan-1 Mauritius-1 Swaziland-1 Namibia- 1
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## B. National Policy Dialogue Platforms

Invitation is sent to the OSSREA national chapters to produce proposals on national policy dialogue.

### C. OADIS Publication:

OSSREA has been communicating with RESSESA Partner University representatives so as to select the best dissertations. Two universities responded and sent the thesis of RESSESA beneficiaries for publication with OSSREA I.E Moi University, Kenya and National University of Rwanda.

### 3. NORHED Project:

Borderland Dynamics in East Africa. A Network Programme for Capacity Building within Department of Social Anthropology in East African Universities.

- ✓ OSSREA is an implementing partner for the project.
  - ✓ The project period is from 2014- 2018 with the total budget of NOK342600.
  - ✓ As part of project, OSSREA successfully organized a 6 day PhD and Postdoc theory and Method course from 20<sup>th</sup> -27<sup>th</sup> October, 2014 held in Addis Ababa, Ethiopia
- ❖ The beneficiaries of the training are 2 postdoc students (having 1 male and 1 female) and 7 Doctoral students (representing 4 females and 3 males) from University of Khartoum, Makerere University and Addis Ababa University.

## 4. Grants/ Book projects

### 4.1 Nexus between Gender and Energy.

The book project commenced in 2013. Twelve (12) authors were awarded grants and the country distribution was as follows;

	Country	Number
1	Ethiopia	2
2	Swaziland	1
3	Tanzania	3
4	Zimbabwe	2
5	Kenya	2
6	Sudan	1
7	Uganda	1

The current status of the book is that final draft reports by the authors were edited and reviewed by external reviewers. Final payment was made to each of the 12 authors. Final report submitted to Directorate of Publications for publication and is being processed.

#### **4.2 The Role of Civil Society Organizations (CSOs) in Conflict and Post-Conflict situations in Sub-Saharan Africa**

The book project commenced in 2013 .The project consists of 13 chapters .The grantees were distributed as follows:

	Country	Number
1	Ethiopia	2
2	Kenya	2
3	Lesotho	1
4	South Africa	1
5	Uganda	3
6	Zimbabwe	2
7	Sudan	1
8	Eritrea	1

Final research reports submitted were edited and reviewed by external reviewers. Final payments were made to the 13 authors. Of the 13 drafts 12 have been forwarded to Directorate of Publications and are being processed.

#### **4.3 Millennium Development Goals: Assessing Implementation, Achievements, Experiences and Challenges (MDG).**

The project consisted of 10 grantees distributed as follows:

	Country	Number
1	Botswana	2
2	Ghana	1
3	Kenya	2
4	Lesotho	1
5	Madagascar	1
6	Nigeria	1
7	Tanzania	1

8	Uganda	1
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Final research reports submitted by authors were edited and reviewed by external reviewers. Final payments have been made to the 10 authors. Final research outputs have been forwarded to Directorate of Publications for publication and are being processed.

#### **4.4 Urban Youth Unemployment in Eastern and Southern Africa**

The book project consisted of 14 chapters. These were distributed as follows:

	Country	Number
1	Ethiopia	2
2	Kenya	2
3	Malawi	1
4	Mauritius	1
5	South Africa	1
6	Sudan	1
7	Tanzania	2
8	Uganda	2
9	Zimbabwe	2

Final research reports submitted by the authors were edited and reviewed by external reviewers. Final payment has been made to all 14 authors. The final drafts have been sent to Directorate of Publication for publication for finalization of publication.

### **5. Capacity Building Programmes**

**5.1 A Regional Gender Mainstreaming** Training was held from 22<sup>nd</sup> to 26<sup>th</sup> February 2014 and attracted 30 participants - Tanzania-

**5.2 A Refresher Research Methodology** Training Workshop for PhD trainers and supervisor was held back to back with the Gender Training and attracted 30 lecturers at Kunduchi Beach Hotel in Dar es Salaam

**5.3 Malawi hosted a Gender Mainstreaming** Training Course on the Political and Economic Arenas 31<sup>st</sup> March -4<sup>th</sup> April 2014

**5.4 The Zimbabwe OSSREA Chapter organized a National Policy Forum** 10<sup>th</sup>-11<sup>th</sup> April 2014 bringing together researchers and those who published with OSSREA from 2011 -2014 to share findings and engage in a dialogue with policy makers

**5.5 The Kenya OSSREA Chapter organized a Policy Forum** at the University of Eldoret 5<sup>th</sup> to 6<sup>th</sup> May 2014. The Theme of the Forum was: *Research and Knowledge Dissemination for Policy Formulation for a Healthy, Peaceful and Socio-Economically Stable Kenya.*

- 5.6** The Uganda National **Policy Forum** brought 34 researchers and policy makers to discuss research findings with policy makers in Kampala from 27<sup>th</sup> to 30<sup>th</sup> April 2014
- 5.7** A Regional **Policy Forum** on Funding Higher Education in Africa took place in Addis Ababa at Hotel Soramba 25<sup>th</sup> to 26<sup>th</sup> June 2014.
- 5.8** OSSREA is collaborating with Centre for Parliamentary Studies and Training-Kenya to train the researchers on policy analysis research from 15<sup>th</sup>-30<sup>th</sup> April 2015. We hope to get many more trainings on the same.

## **6. Activities from Reallocation of Unspent Fund from the year 2013.**

Drawing from funds that were unspent from the research projects in the period, four applications were allocated the funds for various purposes to be held or committed by end of June 2014

- i. Kenya - Maasai Mara University: A Workshop on Climate Change, developing curriculum in climate change and starting an OSSREA Hub on Climate Change, Disaster Risk Reduction and Social Protection was held from 7<sup>th</sup> to 11<sup>th</sup> June, 2014.
- ii. Tanzania - A Gender Mainstreaming Training and piloting Gender Manuals of OSSREA was held from 23<sup>rd</sup> June to 4<sup>th</sup> July, 2014.
- iii. Namibia – A Refresher course for PhD supervisors was held from 14<sup>th</sup> to 18<sup>th</sup> July, 2014
- iv. Rwanda- A National workshop on 20 years of Genocide will be held in July and University of Rwanda will be inaugurated as a Focal Point for Role of History and History teaching in governance and peace building in Africa. The workshop was conducted from 25<sup>th</sup> June to 27<sup>th</sup>, 2014.
- v. Mozambique- National Research methodology Workshop was conducted 18<sup>th</sup> to 30<sup>th</sup> August, 2014.

## **7. Fundraising Activities**

There are several proposals and responses to calls that OSSREA with partners or alone have submitted. Table below show a summary of project proposals submitted in response to calls for proposals.

## OSSREA Annual Report 2014

No.	Project Title	Donor	Type	Amount	Status
1.	Proposal for the Development of Continental Research Report on Compliance and Implementation of African Union Instruments and Policy Frameworks by AU Member States	SOTU	Consultancy	25, 600	Successful
2.	Sustainable Water Resource Management in Arid and Semi-Arid Lands (SWRM-ASALs) of Ethiopia and Kenya	IGAD	Full Proposal		In data base
3.	Gearing Social Science Research for Sustainable Development Solutions in Africa	ISSC	Concept Note		In data base
4.	Capacity Building For Climate Change Adaptation, Biodiversity Conservation And Water Supply In East Africa: Tran boundary Case Studies Of Maasai Mara And Kagera Basins	<i>PREPARED</i>	Concept Note	\$150,000	Waiting/no response
5.	Enhancing Learning on Recovery and Reintegration of Child Adolescent Victims of Sexual and Labour Exploitation	OAK Foundation	Concept Note	\$300,000	In data base
6.	Mapping Strategies And Approaches For Climate Change Governance And Food Security In Eastern Africa	CCAF	Full proposal		In data base
7.	Building Research Capacity In Eastern And Southern Africa	GDN	Full proposal		In data base
8.	Strengthening The Capacity Of East African Countries In Governance Of Climate Financing For Climate Resilience And Low Carbon Growth	ACBF	Full Proposal		In data base
9.	ELLA Project	Practical Action	Full Proposal	130,000 pound	Agreement Signed
10.	Strengthening Capacity in Victim-Centered Prosecution in sub-Saharan Africa	US State Dept	Full Proposal	\$ 1,560,758	
11.	CIRCLE	AAS	Full Proposal		Su ccessful
12.	Enhancing Effective Governance And Capacity Building Of East African Legislative Bodies (OSSREA& EALA)	ACBF	Concept Note	\$700,000	
13.	Building The Evidence Base For Improving Energy Interventions' Effectiveness by Taking A Gender Approach ( OSSREA & ICRW)	ENERGIA	Concept Note		
14.	An Atlas of Indigenous knowledge and Practices of Pastoral Communities in southern lowlands of Ethiopia and Desert Mosaic of Northern Kenya	Christensen Fund	Concept Note	100,000	
15.	Social and Institutional Innovations for Sustainably Addressing Chronic Food Insecurity among PSNP/HABS Beneficiaries in Ethiopia	USAID Ethiopia	Concept Note	500,000.00	Not Successful
16.	CPST RMT Training	CPST	Concept Note	95,738	
17.	Assessment of Compliance With Existing Policies on Climate	CDKN	Concept Note	300,000	

	Compatible Development for Selected East African Countries				
18.	Conflict Early Warning and Response Mechanism (CEWARN) of the Intergovernmental Authority on Development	LPI	MOU		MOU Signed
19.	WLE (Application of Sustainable Land Use Management Innovations in Degraded Hotspots of Eastern Africa for poverty reduction and adaptation to climate change)	CGIAR	Full proposal	697,851.90	In data base
20.	SANTRUST				
21.	Evidence Synthesis on the impact of extractives on political settlements and conflict in East Africa	DFID	EOI		In data base
22.	Teachers professional Development	Agakahan	Concept note		
23.	DANIDA	DANIDA	Full proposal		Successful
24.	IPAR: Capacity Building	IPAR	Concept Note		
25.	Methods and Metrics for Measuring Interactions among Rural Sanitation and Hygiene, Agriculture and Food Systems, and Nutrition and Health in Eastern and Southern Africa	IMMANA	Concept Note		
26.	'way out of informal economy-Eastern Africa project'	USAID	Full Proposal	\$ 448,947.05	
27.	Strengthening Capacity of Institutions in Eastern and Southern African Countries in Promotion of Adolescent Sexual and Reproductive Health and Rights	Ministry for Foreign Affairs of Finland	Full Proposal	EUR 2,751,927.21	

## **8. Development of Training Manuals**

OSSREA contracted a consultant to develop training manuals for Research Policy Analysis and Trade facilitation and Compliance with International Standards for Market Access. We hope to market them and do capacity building in Eastern and Southern Africa.

## **9. Repositioning OSSREA**

The need for a rebirth of OSSREA has been expressed by the secretariat. The Directorate will take part in resource mobilization initiatives. Responding to calls and writing fundable proposals are the most modest immediate initiatives, but also it will pursue the opportunity of using resources within OSSREA Chapters to undertake contract research. The Directorate will continue to support the initiative to look for sources of research fund and capacity building activities.

## **PART II: PUBLICATIONS AND DISSEMINATION REPORT 2014**

The Publications and Dissemination Directorate has been doing both publication and dissemination duties since January 2014.

### **Publications**

#### **Books Published**

##### *Output*

1) **International Land Deals in Eastern and Southern Africa;**

This book provides the context in which recent land policies and land transfers involving big investors from outside the continent will be evaluated in terms of how they will contribute to the conditions of food security, poverty reduction and environmental sustainability.

2) **Employment Policies and Unemployment in Eastern and Southern Africa;**

All the papers address the causes of unemployment and assess the effectiveness of policies put in place to address it. One of the root causes identified by the researchers is inadequate preparation of youth for gainful employment by education institutions.

3) **Innovative Water Resources Use and Management for Poverty Reduction in Sub-Saharan Africa;**

This anthology documents various issues including water use and management in agriculture especially in irrigation projects in Ethiopia, Kenya, Uganda and Zimbabwe; water harvesting in Kenya and Uganda; the role of local water use institutions in Ethiopia; and water source maintenance and protection in Uganda

4) **International Migration and Development in Eastern and Southern Africa;**

The book examines international migration in Africa from the general “development mentalist” perspective to explain the dynamics of migration, focusing more on actor-structure interactions. Although there are continuing challenges, the book assumes that migration of Africans across international borders has benefitted migrants, in terms of investment; their families, in terms of investment and consumption; and the country of origin, in terms of alleviating unemployment and spurring macro-economic growth

5) **Proceedings of the 11<sup>th</sup> Congress.**

##### *Outcome*

All these books are in great demand and so many of this year and previous publications have been published and republished and are being disseminated through our major outlets which are ABC, the Chapters and bookshops.

#### **Published Manuals**

##### *Output*

1) **Gender, Agriculture and Natural Resources: A Training Manual;**

This manual discusses the role of agriculture in contributing to economic development in Africa and has been given renewed emphasis. There is a complex interrelationship between agriculture and renewable natural resources. Managing natural resources lays a

foundation for the development of agriculture. Understanding the gender dimensions of managing natural resources is crucial in enhancing food security and promoting sustainable rural development.

**2) Gender, Population Dynamics and Policy: Understating the Linkages. A Training Manual for Graduate Studies;**

The central hypothesis in this manual is that there exists links between gender systems and population dynamics that go both ways and each direction in the relationship matters in population policy making. Students of demography and those on Gender Studies need to understand the nature of this relationship between gender and population processes since gender equality is a cornerstone of sustainable development. This manual explores the connections between gender, population size and distribution, elements of population change, and population policy.

**3) Gender Issues In Economic Growth And Poverty Reduction;**

The manual is written on the understanding that when women are involved in economic growth activities all will benefit, that is women, children and men. Therefore, the manual seeks to advance women's economic empowerment as well as the skills and knowledge for poverty reduction.

**4) Gender, Vulnerability and Social Protection: A Training Manual with In-Built User's Guide for Postgraduate Studies in Institutions of Higher Learning in Sub-Saharan Africa;**

Governments in many African countries are now dealing with issues on gender vulnerability through a provision of social protection services. Such services provided by governments are however limited, and there are new challenges cropping up to create different challenges faced by both men and women and this is what this manual addresses.

**5) Gender in the Political Arenas**

This manual is motivated by the need to analyze the gendered nature of politics on the African landscape. Increasing involvement of women in the political arena has transformed this space, raising questions about men and women's agency and heightening problems and struggles for political space.

***Outcome***

The manuals have also been published and as they are supposed to be teaching manuals 58 universities have been sent copies of the manuals as well as the OSSREA order form. Once they feel that the manuals are of importance it is hope they will order them. Another approach could be to target as many Gender Institutes as possible and send them free copies with the hope that they will order them.

**EASSRR-2014**

***Output***

- 1) Volume XXIX No. 1 January published with 5 articles;
- 2) Volume XXIX No. 2 June published with 6 articles

**The January issue had the following articles;**

The Effects of Oil Price Volatility on the Sudanese Economy

*Ebaidalla Mahjoub Ebaidalla*

Effects of Socio-Economic Status and Food Consumption Pattern

on Household Energy uses: Implications for Forest Resource Degradation and Deforestation around Wondo Genet Catchments, South-Central Ethiopia

*Mesele Negash and Girma Kelboro*

Measuring the Statutory Independence of Sub-Saharan Africa Central Banks

*John Davison Gondwe Nhavira and Matthew Kofi Ocran*

South-South Versus North- South Trade Linkages: A Case Study of Ethiopia and Implications For the Country's Industrial Development

*Mutambara, Tsitsi Effie and Richard HESS*

Regional Peace and Security Co-Operation Under the Intergovernmental Authority on Development: Development and Challenges

*Mulugeta Gebrehiwot Berhe*

Democracy, Democratic Institutions and Good Governance in Nigeria

*Daniel Eseme Gberevbie*

**The June issue had the following articles:**

The East African Community Integration Process and Economic Growth of Member Countries

*Augustus S Muluvi*

Knowledge Acquisition and Diffusion in Small-Firm Clusters in Zimbabwe: A Complexity Theory Approach

*Godfrey Muponda*

Child Work and Schooling in Butajira and its Vicinity: Beliefs and Practices

*Seleshi Zeleke and Mitiku Hambisa*

The Cost-Benefit Analysis of Fisheries Management Systems: The Case of Kenyan Sector of Lake Victoria

*Millicent A. Mokuu, Samuel M. Makindi, Moses Esilaba*

Contraceptive Use Among Women With HIV Infection Attending Treatment and Care at Yirgalem Hospital, Southern Ethiopia

*Bekele Demissie and Degefa Tolossa*

Traditional Medical Practices and the Underlying Beliefs Therein in Women's Reproductive Healthcare in Ethiopia

*Padmanabhan Murugan and Yared Paulos*

***Outcome***

The EASSRR journal is popular as ever and as it is used for promotion many articles are continuously submitted but at present the challenge is to maintain the diversity of the various countries represented in the publication.

**Bulletin**

***Output***

- 1) Volume XI No. 1 February Published
- 2) Volume XI No.2 June Published
- 3) Volume XI No. 3 October Published

The February Bulletin apart from its routine news format had two articles from Zimbabwe:

- 1) Post-Multiple Currency Strategy: which way Zimbabwe
- 2) Political Campaigning and Harmonized Elections in 2013: Examining the Strategies

The June Bulletin three articles:

- 1) An Analysis of the Challenges Being Faced by Universities in Zimbabwe in promoting Research;
- 2) Rio+20: Opportunities and Challenges for Environmental Science research in Eastern and Southern Africa
- 3) Zimbabwe: The Challenge of Democracy from Below, 1980 to 2008.

The October issue had one article:

- 1) Underperformance of Students at Institutions of Higher Learning in Zimbabwe in the 21<sup>st</sup> Century: Possible Explanations

***Outcome***

As the bulletin is not a peer reviewed publication and so many authors do not avail their writings for this journal and so the bulletin is being limited to a few authors. A suggestion is being forwarded that starting from the next issue the journal will not be printed but only be put on the OSSREA website.

**Books Being Edited**

***Output***

After the Research Directorate has done the content editing they are submitted to the Publications and Dissemination Directorate and they are outsourced to our external editors.

- 1) Civil Society and Conflict;
- 2) Millennium Development Goals;
- 3) Urban Unemployment; and
- 4) Gender and Energy.

## Books Ordered

### *Output*

- 1) **Vulnerabilities, Impacts and Responses to HIV/AIDS in Sub-Saharan Africa**- 50 copies

This book provides a wealth of fine grained detail about the unfolding HIV/AIDS epidemic and the expanding interventions in Sub-Saharan Africa, and particularly in eastern and southern Africa. Most HIV prevention programmes in Africa have failed because biomedically orientated actors have failed to adequately address the social, cultural, economic and political context of HIV/AIDS and human sexuality, disease impacts and interventions.

- 2) **Funding Higher Education in Sub-Saharan Africa**- 50 copies.

If one looks around the world, the region perhaps least served by relevant research literature and analysis of higher education is Sub-Saharan Africa. *Funding Higher Education in Sub-Saharan Africa* addresses this gap. Drawing on in-depth, evidence-based research from nine countries including Botswana, Ethiopia, Kenya, Madagascar, Malawi, Tanzania, Uganda, Zambia and Zimbabwe, this volume sets out a comprehensive analysis of financing patterns currently being adopted by institutions across Eastern and Southern Africa to help accommodate the rapidly growing number of enrolments and massification of education. This book makes an impressive contribution to two key areas of Africa's higher education development: a better understanding of patterns of funding and the need to improve deeper research on African higher education.

### *Outcome*

OSSREA had selected internationally renowned publishers through which our publications can be disseminated and accepted as reputable books. In this case Macmillan was chosen and these two books were selected to be published. According to the agreement OSSREA has to buy back books at a discounted rate and have acquired 50 hard copies of each book.

## Reprints

- 1) All the publications of 2014 also including the book on *The Sudan and Under Development in Ethiopia*.

As mentioned before OSSREA is planning to disseminate the manuals to universities and once the mentioned universities decide to use the manuals there will be a higher demand, in anticipation to this need more books have been printed.

## DISSEMINATION

### *Outcome*

All 2014 publications and the Gender Manuals were distributed to:

- 1) 26 Universities in Ethiopia; and
- 2) 32 Universities in Eastern and Southern Africa.

Our books have also gone to ABC where they have suggested that there is more money in E-books so as a trial we have given new ISBN numbers to try out the market of E-learning.

## Think Tank Rankings for OSSREA-2014

OSSREA has been ranked over the last four years indicating the dissemination of its findings. Below find this year's rankings:

### *Outcome*

- Top Think Tanks Worldwide (U.S. and non-U.S.) - 138
- Top Think Tanks in Sub-Saharan Africa - 27
- Top Health Policy Think Tanks - 22
- Top Global Health Policy Think Tanks - 17
- Top International Economic Policy Think Tanks - 34
- Top Social Policy Think Tanks - 35
- Best Managed Think Tanks - 41
- Think Tanks with the Best Use of the Internet - 35
- Think Tanks with the Most Significant Impact on Public Policy - 66

## EASSRR 2002-2013 (Payment in 2014)

### *Input*

The highest payment came from Michigan State University that hosts the Project Muse Site where the EASSRR Journal is made available. Information from the report clearly states that 2011 has made the highest amount of \$ 11,130.44 while there seems to be a common average of around \$7,000 since the present management assumed leadership as can be seen below:

CY 2002	\$87.64
CY 2003	\$2,433.83
CY 2004	\$2,887.37
CY 2005	\$2,198.36
CY 2006	\$2,730.54
CY 2007	\$3,735.29
CY 2008	\$3,735.29
CY 2008	\$3,032.94 (adjustment)
CY 2009	\$7,683.75
CY 2010	\$ 8,930.40
CY 2011	\$ 11, 130.44
CY 2012	\$ 7, 518.14
CY 2013	\$ 7,672.50

**OSSREA Websites Activity Report (January – December, 2014)**

**Number of Page Hits – 2014**

<i>Month</i>	<i>Number of Hits 2014</i>
January	631,335
February	763,633
March	692,060
April	630,321
May	652,871
June	528,053
July	522,238
August	649,905
September	682,391
October	731,292
November	228,568
December	728,818
<b>Total</b>	<b>7,441,485</b>

**Chapters rank according to website access (hits) in 2014**

Rank	Jan	Feb	Mar	Apr	May	June	July	August	Sept	Oct	Nov	Dec
1st	Ethiopia	Ethiopia	Ethiopia	S. Africa	Ethiopia	Ethiopia	Ethiopia	Ethiopia	Ethiopia	Ethiopia	Ethiopia	Ethiopia
2nd	Kenya	Kenya	Zimbabwe	Ethiopia	Kenya	S. Africa	Kenya	Kenya	Zimbabwe	Zimbabwe	Kenya	Kenya
3rd	Zambia	Zambia	Kenya	Zimbabwe	Zambia	Zambia	S. Africa	Zimbabwe	Kenya	Kenya	Zimbabwe	Zambia
4th	Zimbabwe	Zimbabwe	Zambia	Kenya	Zimbabwe	Kenya	Zambia	S. Africa	South Africa	South Africa	Zambia	Zimbabwe
5th	South Africa	South Africa	Tanzania	Zambia	S. Africa	Zimbabwe	Zimbabwe	Zambia	Zambia	Zambia	South Africa	Tanzania
6th	Tanzania	Uganda	Uganda	Uganda	Zambia	Tanzania	Uganda	Uganda	Sudan	Uganda	Tanzania	Uganda
7th	Uganda	Tanzania	Botswana	Tanzania	Uganda	Uganda	Tanzania	Tanzania	Uganda	Tanzania	Uganda	Sudan
8th	Sudan	Sudan	Sudan	Sudan	Tanzania	Botswana	Sudan	Rwanda	Tanzania	Botswana	Rwanda	Rwanda

**Top five countries from where OSSREA’s website is accessed in 2014**

Rank	Jan	Feb	March	April	May	June	July	August	Sept	Oct	Nov	Dec
1st	Canada	Canada	Canada	Canada	Canada	Canada	Canada	Canada	Canada	Ukraine	Ukraine	Ukraine
2nd	USA	Luxembourg	Ukraine	S. Africa	Ukraine	Ukraine	Ukraine	Ukraine	Ukraine	Canada	Canada	USA
3rd	Ukraine	USA	USA	US	USA	US	USA	USA	China	China	Turkey	Canada
4th	China	Thailand	China	Ukraine	China	China	Ethiopia	Turkey	Turkey	USA	China	China
5th	Russia	Turkey	Germany	Russia	Russia	Brazil	Finland	Russia	USA	Britain	France	Brazil

**Other Information (Jan - Dec 2011-2014)**

<b>Services</b>	<b>Jan-Dec 2011</b>	<b>Jan-Dec 2012</b>	<b>Jan-Dec 2013</b>	<b>Jan-Dec 2014</b>
<b>Number of page hits for www.ossrea.net</b>	3,852,754	5,247,054	8,756,309	7,441,485
<b>Number of page hits for publications.ossrea.net</b>	1,719,356	2,034,629	3,508,941	3,982,231
<b>Number of page hits for members.ossrea.net</b>	123,400	197,363	675,090	851,357
<b>Number of E-Mail Subscribers List</b>	8,912	18,683	33,611	15,876
<b>Number of OSSREA's Face book Page Fans</b>	848	966	1,119	1,261
<b>Number of Twitter Followers</b>	-	519	606	698

## **PART III: FINANCE, RESOURCE MOBILIZATION AND ADMINISTRATION**

Financial Management and Resource Mobilization Report (January 01 - December 31, 2014)  
Financial Management Activities carried out during 2014

### **I. Preparation of the financial report of the year 2013**

The first task attended during the month of January 2014 was the closing of the accounts of the year 2013. The accounts were closed soon after the year end and the financial report was ready for audit by external auditors. However due to delay in finalizing the consultation with the donors, the newly appointed external auditors HST Chartered Certified Accountants were not contacted to start the audit until late February 2014. The audit work was conducted during the month of March 2014 and the audit firm issued the report on the 4<sup>th</sup> of April 2014. The audit certified that the financial statements present fairly, in all material respects the sources and uses of funds in accordance with the accounting policies of OSSREA and is proved to be in conformity with the donors grant agreement. Furthermore the audit report indicated that the internal control structure of the organization has been reviewed and has concluded that the system was adequate to meet the needs of the program. The copy of the audit report including the management letter was distributed to Executive Committee members, donors, chapter offices and other stake holders of OSSREA.

### **II. Compilation of the Annual Report of 2013**

The Directorate took part in the preparation of the annual report of the year 2013. Detail action plan for the year 2014 could not be produced as there was no grant agreement signed with donors for continued support. Instead a summary of the action plan was attached to the annual report by indicating the preparation of the detail plan contingent to the availability of grant funds. No revision was made to the summary plan as there was no new grant available to carry out the activities.

### **III. Salary Survey**

One of the preconditions set by donors in order for OSSREA to qualify for continued support as per the recommendation of the audit firm appointed by Danida was to have a detailed salary scheme survey to serve as a tool for the implementation of an upper salary limit for the different positions at OSSREA. In order to invite consultants to carry-out the survey, the advertisement was posted on regional news papers and the bidders' offers were analyzed in terms of fees, time required to undertake the study, experience of the firm and professional staff to be assigned for the task. The analyzed offer together with OSSREA's recommendation was submitted to Sida office for approval. After securing the approval of the recommended consulting firm by Sida the review work started and the inception report and the final outcome of the survey were shared with donors via Sida office. OSSREA has incurred a total of \$37,314 from its Reserve Fund for the survey. The Finance Directorate within the Executive Office used to address the various queries of the consulting firm until the firm finalized the survey by the end of March 2014.

### **IV. Recruitment**

Another precondition OSSREA was given by its prominent donors was to change the composition of Senior Management Staff (Director Level) to reflect its regional character hitherto which was confined to the Executive Director level. In order to address this precondition all staff were served with an employment contract termination notice letter of three months that was deemed to expire by the end of March 2014. The stated time span was in line with the labour law of the host country and was thought to be sufficient to advertise all vacant posts and make

the selection by the 31<sup>st</sup> of March 2014. Following the advertisement, two professionals joined the Senior Management team of OSSREA.

The Directorate of Finance and Administration was closely working with the Executive Office in preparation of job descriptions for all advertised posts, communication with applicants, processing of visa, hotel reservation and in the drafting of engagement letters to those joining the OSSREA team.

The advertisement, the travel cost of the candidates for the interview and that of the ad hoc committee of the EC and the final travel cost of the successful candidates has been performed with a total cost of \$48,083 which was covered from the Reserve Fund.

## **V. Preparation of the Project Cycle Completion Reports**

Two project cycle completion reports were prepared and submitted to Norad and Sida. The completion report to Norad was for the period 2010 to 2013 and that of Sida for the period July 2010 to June 2014.

## **VI. Available Funds for the Operation of 2014**

The only available fund for the operation of the year 2014 was the final instalment disbursement received from Sida that was released by the end of 2013 and carried forward to the year 2014. The opening fund balance of \$976,060 received from Sida was agreed to be utilized during the first six months of the year which was covered under the contract extension. The total of the fund was fully expended during the grant agreement period and same reported to the donor while submitting the project cycle completion report.

### **6.1 New Grant Agreements**

Having fulfilled the various preconditions set by donors OSSREA was very confident that the three prominent donors namely Sida, Norad and Danida will allow us to have new grant agreements. Contrary to OSSREA's expectation and against the joint decision received from the donors, both Sida and Norad have officially communicated to OSSREA of their decision to discontinue their respective support.

The decision of the two donors could not be justified and was unexpected when referring to the latest communication after the Danida sponsored audit and the efforts OSSREA has made to fulfil the preconditions set by the donors. OSSREA has incurred over \$85,000 in cash from its reserve fund in anticipation of having new grant agreements.

OSSREA being in disagreement with the decision has sent a letter of appeal to Sida to reconsider their decision. Matter is pending to date and official response is being awaited from Sida.

As part of the arrangement for a new grant agreement, one senior official from Danida has visited OSSREA in December 2014. The purpose of the visit was to discuss the proposal submitted by OSSREA. During the official's visit the proposal was discussed in detail and was revised on the basis of the comments made during the discussion. The understanding is that the proposal is to the satisfaction of Danida and the allocated fund for the activities was agreed to be released in early 2015.

### **6.2 Utilization of the Funds Available in the Provision Accounts**

The amounts under the provision accounts were for committed activities that could not be finalized during the year the provisions were made. The following were some of the unfinished activities carried forward from the year 2013 and attended during the year 2014:

Activities	Balance in the provision account		
	...bbf from 2013	Expended during 2014	Balance as at 31 December 2014
Provision for publication of special issue journal	50,849	15,443	35,406
Publication of Proceedings & research reports	61,048	27,868	33,180
The nexus b/n gender and energy	72,500	57,749	14,751
The role of civil society organizations	59,400	59,125	275
International Migration and development	16,751	16,751	0
Urban Youth and Unemployment	66,500	65,277	1,223
Total	327,048	242,213	84,835

The balances in the provision accounts have significantly reduced except the provision related to those books which are still under review and not yet sent for publication.

### 6.3 Fund Administration Services and Sales of Publications

Like the previous years OSSREA has continued managing the funds of other organizations that require fund administration services. The opening fund balance of the others fund being administered by OSSREA as of January 01, 2014 was \$141,087. The following amounts were received for further administration:

Name of the fund remitting Organization	Amount
Hebrew University of Jerusalem	113,322
Erasmus University of Rotterdam	51,589
Drugs for Neglected Diseases initiatives (DNDi)	33,761
IDRC – State of competition in Ethiopia	36,651
University of California (UCSD)	103,982
Evidence and Lessons Learnt from Latin America (ELLA)	17,118
Total during the year	356,424

From the available balance of Others Funds administered by OSSREA amounting to \$497,511, a total of \$418,172 has been expended as per the instruction of the local partners and the remaining sum as of December 31, 2014 is \$79,339. The fund administration fee generated during the year 2014 is \$54,790 a significant contribution to our reserve fund.

The income generated from the sales of publications is another source contributing to the reserve fund. The total of the sales proceeds during the year 2014 was \$20,519.

### 6.4 Technical Advisory and Training services

Preparation of fundable proposals, participation in calls, conference organization, provision of trainings and consultancy work were other areas taken into account as a means of fund raising efforts for OSSREA. The details of the proposals developed during the year and the list of calls we participated are narrated under the report of the Directorate of Research and Capacity Building. What is narrated here is the gross income generated from such efforts. The following are fees from such consultancy and training services generated during the year:

Consultancy Services	Gross Amount Administered / Generated (USD)
ACBF ( compilation of AUC policy digest)	12,500.00
ODI and ISS sponsored conference	107,000.00
Preparation of consultative meeting of the NORHED project	4,020.00
Oxfam GB (£15,924)	6,340

### 6.5 The Executive Committee Meeting

The normal practice since 2010 was to have a joint meeting of the EC and donors in order to review the operation of the previous year and to approve the action plan of the current year. During the year under review, the donors did not attend the meeting as no grant fund was released during the year 2013 except the last instalment received from Sida.

The term of office of the former EC members was up to March 2014 as decided during the election at the 11<sup>th</sup> congress held in December 2013. For the purpose of a smooth transition, the newly elected President and the RVP attended the last meeting of the outgoing EC that was conducted during the last week of March 2014. The two attended the meeting for the handover of documents and to acquaint themselves with those pending issues that require the attention of the new EC members.

In line with the constitution as regards meetings of EC members, the new EC members have conducted their first meeting in June 2014. Among other agenda items, the search for new funds and funding agencies was the top discussion agenda to ensure the continuity of OSSREA operation. The EC members further discussed about their portfolio and allocated responsibilities according to the mandates stipulated in the constitution and their area of expertise.

As part of the discussion during the meeting of the EC in June 2014, there was a need to have another meeting before the end of the year. However due to funding constraint, the full EC members could not meet. Instead the President of OSSREA made a short visit during November 2014. The President got briefings from each Directorate and met staff to discuss the funding situation at OSSREA. As OSSREA was required to cover travel expense and subsistence to EC members, a total of \$22,814 was incurred to for the EC meetings.

### 6.6 Financial Performance of the year 2014

This section of the financial report is extracted from the draft financial report of 2014 and will give an overview of the financial affairs of OSSREA for the year 2014.

In terms of grant, the only available fund carried forward from the year 2013 was USD 976,060. The grant fund was a transfer from Sida being the final instalment payment from the latest grant agreement that was received in December 2013. The allocation of the fund was \$340,520 for institutional support and the remaining \$635,540 was allocated for research and capacity building activities that were planned to be carried out during the first six months of the year.

The total of the above balance was fully expended during the agreement period and the project cycle completion report was submitted to Sida.

#### 6.6.1 Institutional Support Expenses of the year 2014

The total institutional support expenses for the period January to December 2014 is \$760,645. The following are the highlighted expenses of the year:-

Description of expense	Amount (USD)
Salary and benefit	595,752
General Travel	19,852
Meeting expense of the EC	22,814
Stationery expense	1,501
Tea/coffee service	1,395
Consultancy service	5,951
Insurance	3,050
Subscription for magazines, etc.,	3,743
Miscellaneous expense	3,723
Recruitment	48,083
Purchase of ICT supplies	2,225
Salary Survey	37,314
Communication (telephone, postage)	5,073
Vehicle fuel and insurance	6,720
Vehicle repairs	3,449
Total	760,645

The staff service compensation upon contract expiry of the earlier employment, the salary survey and the recruitment expenses have inflated the total institutional cost of the year. The salary and benefit constitutes 78.32% (\$595,752/760,645) of the total institutional development cost whereas the rest 21.68% (\$165,193/760,645) is the other administrative cost covered by the remaining institutional development costs.

There was an approved budget of \$923,936 for institutional development cost for the year 2014. The amount expended as indicated above is \$760,645 which is less by \$163,291 from the approved budget of the year.

#### 6.6.2 Research, publication and dissemination activities and others fund administered during 2014

Support for General Research Methodology Trainings	77,551
Support for regional Gender Mainstreaming trainings	103,231
Support for Regional RMT for PhD trainees	109,146
Support for National RMT for PhD trainees	38,543
Support for national Gender Mainstreaming trainings	62,615
Support for national policy dialogue workshops	110,934
Publication and Dissemination	73,647
Other Funds Administered by OSSREA	536,049
Support for Urban Youth and Unemployment	3,228
Bank charge	2,965
Nexus between Migration & Development	45
MDG	57,064
Support for Gender and Energy	750
Support for civil Society & Conflict Management	<u>625</u>
Total	<u>1,176,392</u>

The total expenditure of the year is \$1,937,037. The institutional development costs comprise of 39.27% (760,645/1,937,037) while the rest of the activities carried out consists of 60.73% (1,176,392/1,937,037) of the total expenditure of the year. The percentage share of the institutional cost would have reduced had there been grant funds released for the planned activities.

The movement of the funds by source, nature of activity, the disbursements made and the closing fund balance is narrated below.

**FUND BALANCE**

The makeup is as follows:-

	<b>Balance 01/01/14</b>	<b>Adjustment / Transfer</b>	<b>Adjusted Opening Balance</b>	<b>Income</b>	<b>Disbursement</b>	<b>Balance 31/12/14</b>
SIDA	976,060	--	976,060	--	976,060	--
The Netherlands	37,117	--	37,117	--	37,117	--
Others funds	<u>141,086</u>		<u>141,086</u>	<u>356,424</u>	<u>418,172</u>	<u>79,338</u>
Sub Total	1,154,263	--	1,154,263	356,424	1,431,349	79,338
General Fund (Old account)	269,530	--	269,530	--	269,530	(0)
Reserve for Salary	<u>673,210</u>	<u>-</u>	<u>673,210</u>	<u>250,352</u>	<u>236,158</u>	<u>687,404</u>
		<u>-</u>				
Total	<u>2,097,003</u>	<u>--</u>	<u>2,097,003</u>	<u>606,775</u>	<u>1,937,037</u>	<u>766,741</u>

Further breakdowns and movements of the funds are as flows:-

	<b>Balance 01/01/14</b>	<b>Reallocatio n</b>	<b>Adjusted Balance</b>	<b>Incom e</b>	<b>Disburseme nt</b>	<b>Balance 31/12/14</b>
<b>SIDA FUND</b>						
- Contribution to Research projects	8	(8)	0	--	--	0
- Salary and core support	340,520		340,520	--	340,520	(0)
- Support for Urban Youth and Unemployment	6	3,222	3,228	--	3,228	0
- Support for Publication on Special Journal	18,356	(18,356)	(0)	--	--	(0)
- Support for training of Regional PhD trainees	(0)	109,103	109,102	--	109,103	(0)
- Support for training of National level PhD trainees	7,683	30,579	38,262	--	38,261	0
- Support for Research School (RESSESA)	14,638	(14,638)	(0)	--	--	(0)
- Support for nexus b/n Migration and Development	14,989	(14,944)	45	--	45	0

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- Support for ICT and publications	15,743	57,000	72,743	--	72,743	0
- Role of Civil Society Organizations	--	625	625	--	625	0
- Support for book project on MDG	74,395	(17,331)	57,064	--	57,064	0
- Support for bank charges	13,000	(10,035)	2,965	--	2,965	(0)
- Support for policy dialogue	20,902	90,032	110,934	--	110,934	0
- Support for national Gender mainstreaming Training	--	62,591	62,591	--	62,591	--
- Support for Regional Gender mainstreaming Training	--	103,188	103,188	--	103,188	--
- Support for Gender and Energy	--	750	750	--	750	--
- Support for General Research Methodology Training	--	74,043	74,043	--	74,043	--
- Grant Received in Advance for the activities of 2014	<u>455,820</u>	<u>(455,820)</u>	<u>--</u>	<u>--</u>	<u>--</u>	<u>--</u>
	<u>976,060</u>	<u>0</u>	<u>976,060</u>	<u>--</u>	<u>976,060</u>	<u>(0)</u>

### THE NETHRLANDS FUND

Amount transferred from NL	<u>37,117</u>	--	<u>37,117</u>	--	<u>37,117</u>	--
Used to cover part of the institutional cost of the year	<u>37,117</u>	--	<u>37,117</u>	--	<u>37,117</u>	--

### OTHERS

- Hebrew University of Jerusalem	6,392	--	6,392	113,322	98,528	21,186
- Erasmus University of Rotterdam (EUR)	15,170	--	15,170	51,589	59,839	6,920
- DNDi	25,594	--	25,594	33,761	50,693	8,662
- LPI	4,349	--	4,349	--	2,567	1,782
- The Royal Tropical Institute (KIT)	28,945	--	28,945	--	20,311	8,634
- IDRI	27,166	--	27,166	--	24,820	2,346
- IDRC	33,471	--	33,471	36,651	56,119	14,004
- University of California (UCSD)	--	--	--	103,98	102,796	1,186

- ELLA	==	==	==	17,118	2,500	14,618
Balance	<u>141,087</u>	==	<u>141,087</u>	<u>356,42</u>	<u>418,172</u>	<u>79,339</u>
				4		

**GENERAL FUND (Old Account)**

	Opening Balance	Income	Disbursement	Balance
	<u>USD</u>	<u>USD</u>	<u>USD</u>	<u>USD</u>
Balance on 01/01/2014	269,530	--	--	269,530
Payments of Staff allowances	--	--	20,085	(20,085)
Expenses of the year 2014			<u>249,445</u>	<u>(249,445)</u>
Balance	<u>269,530</u>	==	<u>269,530</u>	==

**RESERVE FOR SALARY & OTHER CORE EXPENSES**

	Opening Balance	Income	Disbursement	Balance
	<u>USD</u>	<u>USD</u>	<u>USD</u>	<u>USD</u>
Balance on 01/01/2014	673,210			673,210
Adjustment during the year:				
- Transferred from provision for Special issue journal A/C		15,443.53		15,442.53
- ODI & Platform meeting organization		107,000	106,149.75	850.25
- Sales of publications and CD		20,519		20,519
- ACBF: AU Policy Digest		12,500	--	12,500
- Publication of book on South Sudan		7,122	3,796.21	3,325.72
- NORHED meeting organization		4,019.53	2,431	1,588.88
- Fund administration fee		54,789.85	--	54,789.85
- Exchange gain/loss		4,133	--	4,133
- 15% VAT refunded		11,488	--	11,488
- Web Hosting Fee-Health Insurance in Ethiopia		1,750	--	1,750
- Oxfam – SOTU Project		6,340	5,500	840

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- OSSREA Overhead collected		275		275
- Membership fee		100		100
- Clearing of provision accounts		4,873		4,873
- Operational expenses of 2014			<u>118,281</u>	<u>(118,281)</u>
Balance	<u>673,210</u>	<u>250,352</u>	<u>236,158</u>	<u>687,404</u>

### The allocation of expenditures to respective donors and others funds is set out below:-

EXPENDITURE	SIDA	NL	OTHERS	RESERVE FUND	TOTAL
Support for National Policy Dialogue Workshop	110,934				110,934
Support for Institutional Development	340,520	37,117		383,007	760,644
Publications and Dissemination	72,743			903	73,647
Support for nexus b/n Migration & Development	45				45
Support for General Research Methodology Training	74,043			3,508	77,551
Support for Regional RMT for PhD trainees	109,103			43	109,146
Support for National RMT for PhD trainees	38,261			282	38,543
Support for Regional Gender Mainstreaming training	103,188			43	103,231
Support for National Gender training	62,591			24	62,615
Others Fund Administered by OSSREA			418,172	117,877	536,049
Support for Civil Society & Conflict Management	625				625
Bank Charge	2,965				2,965
MDG	57,064				57,064
Urban Youth and Unemployment	3,228				3,228
Gender and Energy	750				750
Total	976,060	37,117	418,172	505,688	1,937,037

## **VII. Narrative Administrative Report (January to December 2014)**

### **7.1 Employment/Re-employment at OSSREA**

In order to fulfil one of the preconditions set by donors, all employees contract was made to come to an end by the 31<sup>st</sup> of March 2014. Each staff member was advised to apply for a post when advertised if s/he wishes as the vacancy will be open both for existing staff and prospective applicants. Staff members who opted not to be considered did not apply and their contract was terminated upon the expiry of the notice period. Those professional staff who applied were interviewed with external applicants. The successful internal applicants were given new employment contracts starting April 01, 2014. Three external applicants joined OSSREA during the months of April and May 2014.

While handling the employment process, vacant posts such as one of the positions of the Research Associate, Publication Assistant, Administrative Assistant, Senior Accountant and a vacancy for one more cleaner were left open until the continued support from donors was confirmed. These posts are still vacant as no grant agreement is signed during the year 2014.

### **7.2 Implementation of the Result of the Salary Survey**

The consultant that conducted the salary survey submitted a report before the end of March 2014. As the EC meeting took place without the representative of donors, the salary survey could not be discussed during the March 2014 meeting. It was postponed to the next meeting of the EC that took place in June 2014. The new staff employment contracts were signed by putting a condition to revise salary scales on the basis of the decision that will be given by the EC during the June 2014 meeting.

It was clearly demonstrated on the survey result that salary scales and benefits are paid for the positions irrespective of the employee's nationality. However as donor representatives were concerned on the allowances being paid to national Directors, the EC was forced to accommodate the request of the donors. Accordingly national Directors are excluded from getting housing and children's school fee allowances. The expatriate Directors are entitled to a refund of children school fee irrespective of where the child is studying i.e. staying with the parent or left behind. This discriminatory scale may sooner or later cause administrative problems as it was implemented as per the recommendation of donors without weighting the administrative side of the decision.

The EC having learnt that the two donors have withdrawn their support, could not decide the full implementation of the survey result. Instead approval was given that has least financial impact and implemented starting the month of July 2014.

### **7.3 Staff composition at Senior Management Level**

In view of having a fair mix at Senior Management position between local and regional Directors, two more staff were recruited during 2014. By the end of the year three staff from outside of the host country are working for the organization. OSSREA is determined to maintain the current proportion or may even improve the mix when the funding situation is improved.

## **VIII. The Way Forward for OSSREA**

Since its establishment OSSREA is dependent on donors support for its administrative costs. One can imagine the impact of suspension of grants for the continued existence of the organization. Following the suspension of the grant funds, OSSREA is forced to use its reserve fund for its institutional needs since 2013. The balance of the fund has dramatically reduced and has reached

an alarming stage of being fully depleted unless situations change during the course of the year 2015. Until such time that the proposals submitted to prospective donors is accepted and financed, the following courses of action might help to improve the funding situation and or may help to reduce expenses:

#### 8.1 Travel and Related Activities

Most of OSSREA's travels in the past were activity driven where costs were charged to projects. As we are not currently having projects, travel arrangements should be planned carefully. All business travels entailing payment of per diem should be temporarily banned unless the travel is presumed to have a promising immediate return. Participation of conferences/workshops should also get proper control and attention unless such travel costs are fully sponsored by the organizers and our presence increases OSSREA's visibility.

#### 8.2 Meeting Expenses

The only source of funding for the various activities of OSSREA is the reserve fund. The reserve fund policy has clearly indicated that the fund is to be used for monthly payroll as per the approval of the Executive Committee. Skype, teleconference and video conference are replacing physical meetings where travel costs and time are avoided. OSSREA as part of the global world should think of using these options in order to avoid costs of tickets and payment of per diem for participants.

#### 8.3 Purchase of Stationeries/Materials for Short Term Need

Given the current financial situation, our purchasing requirement should be directed towards buying materials that can be used for a shorter period of time. Printing, photo copy services and publication of documents by publishers should be kept at minimum unless a separate source of funding is ensured.

#### 8.4 Sale of Publications

The money from sales of our publications is one of the sources contributing to the reserve fund. The effort to boost the sales should get due attention as there are latest publications and reprints at the store. In addition to our websites, the Liaison offices, universities closely working with OSSREA, personal contacts and universities where our EC members are working can be used to introduce the available publications for possible dissemination on sale.

#### 8.5 Commercial Training

As a reputable training research institute in the field of social science, OSSREA in the past has dedicated itself on the provision of regional and national Research methodology trainings where the training costs were covered by its prominent donors. Now that the grant funds being given by donors have stopped, OSSREA should customize the training materials to suit the needs of prospective trainees and have an aggressive campaign to commercialize the trainings. Such focused training will still enable OSSREA to attain its objective as the ultimate goal is enhancing the social science research culture of the region by enhancing the capabilities of researchers. Besides such commercial trainings will generate moderate income that contributes to the reserve fund.

#### 8.6 Revisiting the Funding Sources

The majority of the existing prominent donors were supporting the activities of OSSREA since establishment. Convincing the present donors to continue supporting OSSREA until additional research partners are in place should be attempted for the future of OSSREA. The unexpected sudden decision taken by the existing donors will discredit their efforts of the past and will adversely impact the social science research of the region.

In the mean time the secretariat, both current and former EC members, professionals who have benefited from the trainings of OSSREA and Liaison Offices should engage themselves in the searching for new possible donors particularly government bodies in the region.

### 8.7 Clearing of Annual Leave

Accumulated annual leaves are liabilities to OSSREA if not cleared on a timely fashion. These days the work load is relatively low and staff should be encouraged to clear accumulated leave and reduce leave entitlements of the current year to reduce future liability of the organization.

### 8.8 Overtime Work

The other area of cost saving is to cut overtime work. Instead of compensating extra hours work in monetary terms, an arrangement should be thought to compensate the staff with days-off. This kind of thinking will give way to wisely use the limited reserve fund.

### 8.9 The Future Strategic Plan

The previous strategic plans of OSSREA were developed on the scenario that OSSREA will always be financed by donors. In actual fact, such assumptions may not always hold true as donors may have their priorities other than research. In order to avoid the situation we are in, activities such as provision of commercial trainings, consultancy services, editing and publication services if incorporated and endorsed by stakeholders of OSSREA may help to broaden the revenue source of the organization. Once this is reflected in the upcoming strategic plan, we will be in a position to approach service seekers and possible research partners to jointly work with us as mandated on the strategic plan.

### 8.10 The Role of the EC about the future of OSSREA

The secretariat is attempting everything possible towards improving the funding situation at OSSREA. The EC as mandated and in charge of the performance of the secretariat is following up on the day-to-day activities of the organization. Unless the financial standing of OSSREA is improved during the next few months, it would be difficult for OSSREA to continue as a going concern. The EC under such circumstances will be expected to take the necessary measures as outlined in the constitution.

## Part IV OSSREA’s 2015 Operational Plan

### Annual Activity Plan 2015

Task / project	Objective	Activities	Output	Outcome	Indicators	Time Frame	Budget
<b>1. Evidence and Lessons from Latin America (ELLA II): Project</b>	Policy makers, policy influencers and practitioners in Africa and Latin America Countries Learn from Comparative Evidence From the two regions in order to inform their policies and practice, and ultimately to reduce poverty	1.1. Develop Research Design and Methodology	Approved Design and Methodology Paper	Clear road Map for conducting Comparative study	Approved design & methodology paper produced	March 2015	
		1.2 Conduct country Regional Research Paper	Regional Research Evidence		Regional Evidence Paper	Sep 2015	
		1.3. Start comparative research	Comparative research paper	Comparative Evidence to inform policies and practice	Comparative research Underway	Sep2015	
<b>2. DANIDA Project Book Project:1 Climate Compatible Development</b>	Harvest knowledge on Climate Compatible Development in Eastern and Southern Africa	Make call for abstracts, select researchers , produce publishable reports award grants	Ten-Twelve chapters in one book	Enhanced understanding by policy makers and practitioners on climate compatible development	Number of books published	August 2015	

Task / project	Objective	Activities	Output	Outcome	Indicators	Time Frame	Budget
<b>Book Project :2</b> Inclusive Growth and Development	Knowledge harvesting on Inclusive Growth and Development in ESA	Make call for abstracts, select researchers , produce publishable reports award grants	Ten-Twelve chapters in one book	Enhanced understanding by policy makers and practitioners on Inclusive growth and Development	Number of books published	August 2015	
<b>Book Project:3</b> Electoral Systems, Election Administration and Election Violence	Knowledge harvesting on Electoral Systems, Election Administration and Election Violence	Make call for abstracts, select researchers , produce publishable reports award grants	Ten-Twelve chapters in one book	Enhanced understanding by policy makers and practitioners on Electoral Systems, Administration and Violence	Number of books published	August 2015	
<b>Book Project:4</b> Social and Institutional Innovations for Achieving Sustainable Food Security	Knowledge harvesting on social and institutional innovations for achieving sustainable food security in ESA	Make call for abstracts, select researchers , produce publishable reports award grants	Ten-Twelve chapters in one book	Enhanced understanding by policy makers and practitioners on food security	Number of books published	August 2015	
<b>Publications</b>	To publish and disseminate research findings	Review edit and publish the various book projects	Four books with ten to twelve chapters in	Publication and dissemination of research in the African	Number of books published	Oct 2015	

Task / project	Objective	Activities	Output	Outcome	Indicators	Time Frame	Budget
			each book	social sciences			
<b>National Policy Dialogue Platforms</b>	Create a forum for debate between academicians, researchers and policy makers and practitioners on various issues	Provide financial and technical support for OSSREA chapters to organize national policy dialogue forum	7 policy dialogue forums	Disseminate knowledge on various issues confronting the country	Number of workshop conducted	July, 2015	
<b>OADDISS (OSSREA African Databases of Dissertations in Social Sciences)</b>	Provide academicians the opportunity the opportunity to disseminate their research finding to the wider community and policy makers	Technical reviewing, and editing	2 PhD dissertations published into books	Encouragement of PhD candidates to research on emerging issues, write quality thesis and publish for wide readership and research uptake.	No. of PhD thesis published	July, 2015	

Task / project	Objective	Activities	Output	Outcome	Indicators	Time Frame	Budget
Enhanced financial and administrative support service	To allow smooth flow of financial information and administrative support activities	Preparation of financial reports, audit, controlling of the available budget, payroll payments, office management and store, fund raising, coordination of conference and workshops, communication and transport service, insurance and others fund administrative services	Updated accounts, proper inventory records, effective and efficient materials, financial and HR systems, salary and benefits of employee paid	Increased transparency, clean audit report, timely submission of financial reports, adequate materials and HR mgt., smooth running of all support services	Records of accounts, audit reports, minutes of management meetings, planned versus actual payment of salary and other operating expenses;	During the year 2015	993,383
<b>OSSREA Strategic Plan 2016-2020</b>	To set a common goals and remain a regional Think tank	-Tracer study -SWOT Analysis - Short term Consultancy for mission, goals, strategy formulation and business plan	OSSREA Strategic Plan 2016-2020 document produced	-OSSREA roadmap for the next 5 years designed administrative support service	-Report of the tracer study -Report on SWOT Analysis -Draft strategic plan	August 2015	

Task / project	Objective	Activities	Output	Outcome	Indicators	Time Frame	Budget
		--Validation -Publishing					
<b>Publication of EASSRR and the Bulletin</b>	To disseminate research findings by encouraging academics and researchers to publish in a reputable journal	Select articles; get them peer reviewed; copy edit and publish in the journal and bulletin	2 journals bi-annually and three bulletins tri-annually	Publication and dissemination of research in the African social sciences	Timely output of 2 journals and 3 bulletins	January-October 2015	
<b>NORHED Project:</b>	Capacity Building within Department of Social Anthropology in East African Universities	Facilitate and provide logistical support for 1 week refresher course for supervisors	1 week course	Capacity enhanced	Number of training workshops	August 2015	
<b>CIRCLE Project</b>	Enhance knowledge through the research Fellowships while also providing critical support for institutions to capitalize on the skills and	Capacity building of home and host institutions' research directors on institutional strengthening for supporting	60 research directors trained on institutional strengthening. 60 CVFs inducted on climate change	A critical mass of early career researchers and mentors in climate change in Sub-Saharan Africa developed. -Research	Number of research directors trained in institutional strengthening for early career researchers	Dec 2015	

Task / project	Objective	Activities	Output	Outcome	Indicators	Time Frame	Budget
	knowledge gained by their returning fellows in Climate Change.	early career researchers in climate change; -Induction course for research fellows on research and publishing their research outputs; -Capacity building of supervisors and mentors of the climate change research fellows	research and publishing 60 mentors retooled on supervision and mentoring early career researcher	institutions strengthened to support early career researchers	-Number of CVFs inducted on climate change research and publication -Number of supervisors and mentors re-tooled in climate change		
<b>LPI</b>	*The Discussions are still going on.						

**DANIDA IMPLEMENTATION TIMETABLE**

	2014		2015											N	
	N	D	J	F	M	A	M	J	J	A	S	O			
<b>1 Planning of Activities</b>															
Proposal	█	█													
Agreement		█													
<b>2 Book Projects</b>															
Advertising Calls			█												
Evaluation of Abstracts				█											
Writing of Chapters					█	█									
1st Wave Review								█							
Contracting									█						
2nd Wave of review									█	█					
Final Editing											█	█			
Publication													█		
<b>3 National Policy Dialogue Platforms</b>															
Advertising Calls			█												
Selection of Proposals				█											
Preparations of papers					█	█									
Holding of Forums								█	█	█					
<b>4 Project Follow up of the Project</b>															
Control visits by DANIDA							█			█				█	
Meeting of the EC							█								
Internal self assessment									█			█			
Quality Assurance															█
Auditing															█
<b>5 Dissertations Publications</b>															
Advertising of Calls			█												
Selection of dissertations				█											
Editing by authors					█										
Technical Editing						█	█								
Publication								█	█						
<b>6 Project Completion</b>															█

**ELLA IMPLEMENTATION TIMETABLE**

**ELLA IMPLEMENTATION TIMETABLE**

	2014				2015				2016											
	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	
<b>Start-up: workshop, proposals, agreements</b>																				
<b>Engaging Research Users</b>																				
<b>Research Design</b>																				
Design & Methodology Papers																				
<b>Regional Research</b>																				
Regional Papers																				
<b>Research communication products</b>																				
<b>Exchange and Learning Community</b>																				
<b>Comparative Research</b>																				
Comparative papers																				
<b>Study Tours</b>																				
<b>Awards</b>																				
<b>Journal Outputs</b>																				
Journal articles submitted																				
<b>Wrap-up, Lesson-Learning</b>																				