Five-Year Strategic Plan

2008-2012

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Acronyms

CSRT	Center for Social Economic Research and Training
CSO	Civil Society organization
FY	Fiscal Year
HR	Human Resources
ICT	Information Communication and Technology
IRB	Institutional Review Board
GIS	Geographic Information Systems
MIS	Management Information system
M&E	Monitoring and Evaluation
NGO	Non-Government Organization
SO	Strategic Objectives
SP	Strategic Plan
SSA	Sub Saharan Africa
TA	Technical Assistance
UBOS	Uganda Bureau of Statistics

1.0 Introduction

The Center for Social Economic Research and Training (CSRT) was founded at Kampala, Uganda in 2006 by a team of scientists and artists engaged in social and economic policy research. CSRT is an independent non-profit and multidisciplinary research organization founded on the idea that research-based policy-making is vital for equity, a key ingredient of long-term development. Equity is concerned with achieving justice, fairness and elimination of discrimination. We believe that enhancing equity within societies and among countries provides a promising engine for further improvements, both in striving towards justice, and also making progress on economic, social and environmental outcomes in the long run.

This document is a five yea strategic plan for period 2008-2012. It builds on the advantages and challenges of the current CSRT programmes and on the recommendations of various stakeholders (e.g. donors, economic advisers, affiliated organizations, collaborating organizations and networks). It presents a conceptual view of the CSRT strategy and introduces new activities in support of the CSRT policy priorities. This strategic plan serves as a framework for decision making; provide a basis for detailed planning; resource mobilization and performance monitoring that will stimulate change, become a building block for the next cycle and illustrate CSRT vision and mission to the stakeholders.

Our core mission is to promote greater equity for long term development, through undertaking rigorous and unbiased research, capacity building and communications that would influence changes in policies and institutions. We will achieve our mission though six strategic objectives:

(i) Undertaking cutting-edge research that that promotes the links between equity, growth and long-term development;

(ii) Strengthening economic and social policy oriented research capacity for institutions and individuals through innovative approaches including training, internship placements, and outreach programmes etc;

(iii) Facilitating knowledge dissemination and sharing on policy issues and research findings;

(vi) Facilitating partnerships between researchers, policy makers, private sector and civil society;

(v) Providing quality fee-based technical support and advisory services to public and non-government agencies;

vi. Institutional development.

During its first years of establishment, CSRT undertook short-term researches, consultancies and provided training for managers in civil society organizations and government. Today the center has expanded in focus and size. In its new strategic direction, CSRT has refined its four programmatic components; (i) research and policy analysis (ii) capacity development for institutions and individuals involved in the development agenda, (iii) knowledge sharing and dissemination, (iv) technical assistance

Our research agenda is clustered within four thematic areas: Economic development, equity and social empowerment, Governance, peace and conflict, Environment management and sustainability, and Population health. Additionally, CSRT has a strong commitment to research capacity development especially aimed at strengthening individual and institutional capacities in sub Saharan African (SSA) countries by promoting self-reliant development and providing opportunities for its partners to participate in research, training and knowledge sharing activities.

1.1 Past growth

Over the past five years, we have put into place systems and core programs for networking with a larger multi-disciplinary intellectual community, fostering externally and internally funded research, supporting research training, and disseminating research results. The primary elements of this infrastructure include:

- research and policy center to cluster researchers together around shared intellectual themes;
- established a research resource and reference centre to support innovation and in-depth research;
- an internship program to incorporate interaction of young scholars with advanced researchers;
- organized seminars and workshops, a working paper series, an email newsletter, and other instruments to disseminate research and policy activities; and
- administrative structures to facilitate grant application, grant administration, partners' linkage, and other organizational operations

As a result, the center has spurred an increase in externally sponsored research. CSRT grant applications have climbed to 10 since inception, and CSRT annual grant portfolio has climbed to about $500,000 annually. We have also supported staff recruitment and developed research and training collaborations with government, other research organizations and universities, such as Makerere institute for social research (MISR), and the UN WIDER. In our short history, CSRT has successfully located itself at the center of the socio-economic research with government ministries, Uganda Bureau of statistics (UBOS) and other local and international research institutions, and has put into place an administrative apparatus needed for fostering grant development, administering awards and creating a lively intellectual community.

There are several emerging issues that continue to dominate the research agenda for guiding formulation or review of policy. These include the linkage between economic growth and equity, gender integration, the economic integration of east African states etc. Under governance there are issues such as democratization, the recent political pluralism, peace and conflict in the great lake region, corruption etc. CSRT intends to mainstream these and others into the research agenda during the subsequent period.

1.2 The Mandate of CSRT

CSRT was established on the background of a strong need for research and policy analysis that promotes the link between equity, economic growth and long-term development. In this regard, there exists a broad range of challenges that require research, policy analysis and critical thinking. Therefore, during the period 2008-2012 CSRT will strive to implement the following components: short and long term research programmes, capacity development (training, placements, and policy dialogue), and provide advisory services and technical assistance, dissemination and publication of research outputs; and institutional development.

2.0 CSRT Vision and Mission

Vision: To become a regional centre of excellence in socio-economic policy research and capacity development for policy analysis by year 2012.

Mission: To promote greater equity for long term development, through undertaking rigorous and unbiased research, capacity building and communications, that would influence changes in policies and institutions.

2.1 CSRT Values and Priorities

In fulfilling its mission and achieving its vision, CSRT shall value a high level of professional excellence and integrity, strive to foster good governance and participatory management, produce excellent research outputs and uphold social responsibility and high ethical standards.

CSRT will adhere to the following values:

(i) **Objectivity and Development responsibility:** To ensure that all of the research, policy analysis and training are objective and create a positive impact for development.

(ii) **Pursuit of excellence and quality results:** To ensuring the pursuit of excellence in research and services to our clients. Providing timely, relevant and high quality services.

(iii) **Ethics and integrity:** being fair and honest, and maintaining high ethical standards and integrity. To ensure that research and other services are conducted within the acceptable international ethical standards.

(iv) **Tolerance and freedom:** To uphold the spirit of free and critical thinking and enquiry including encouraging positivity in listening, speaking and writing. To tolerate the rich and diverse sets of beliefs and understanding in our societies.

(v) **Accountability:** To adhere to contractual obligations, meeting high levels of financial management standards; and taking full charge and responsibility of the results.

(vi) **Partnerships and teamwork:** To strive for continuous learning, knowledge sharing and harmony, involving internal and external stakeholders in crucial decisions, working in teams to increase efficiency and effectiveness and enhancing overall transparency. Establishing collaborations and developing strategic partnerships.

2.2 Strategic Objectives

The overall objective of CSRT is to promote greater equity for long term development, through undertaking rigorous and unbiased research, capacity building and communications that would influence changes in policies and institutions.

2.2.1 Strategic Objectives

(i) To undertake cutting-edge research that that promotes the links between equity, growth and long-term development;

(ii) To strengthen economic and social policy oriented research capacity for institutions and individuals through innovative approaches including training, internship placements, outreach programmes etc.

(iii) To facilitate knowledge dissemination and sharing on policy issues and research findings;

(vi) To facilitate partnerships between researchers, policy makers, private sector and civil society; and

(v) To provide quality fee-based technical support and advisory services to public and non-government agencies.

vi. Institutional development

2.2.2 Main activities of CSRT

We achieve our mission by implementing the following activities:

1. Conducting research that delivers policy advice;
2. Supporting the training of the next generation of promising young scholars and career professionals, and building capacity of institutions that seek to improve the economic and social fortunes in the sub-Saharan Africa;
3. Disseminating research and policy analyses and promoting the work of the social economic sciences;
4. Facilitating broader participation through interactions and collaborations with multidisciplinary agencies in social and economic field
5. Developing critical training materials for use by policy makers, private sector and civil society.

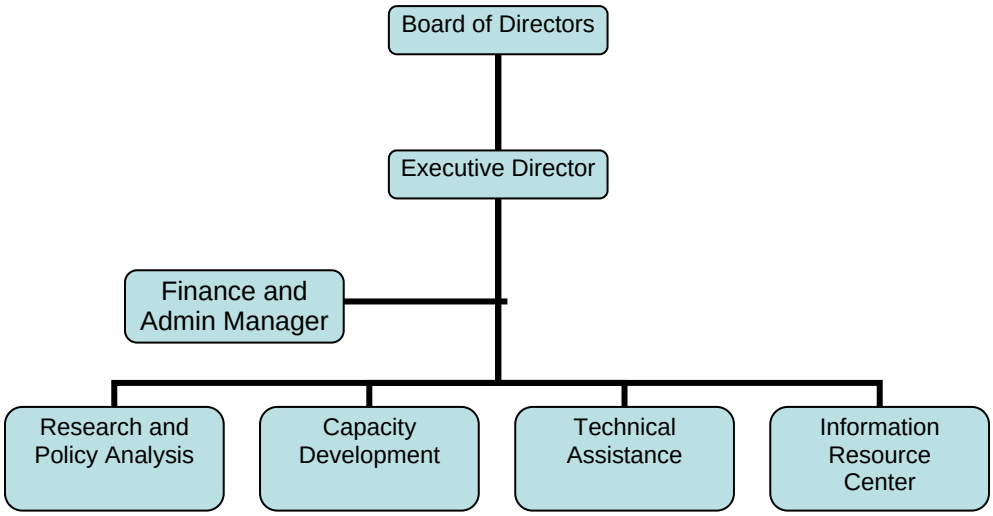
3.0 Institutional Governance

The centre is governed by a board of directors as mandated by the articles of association and constitution. The board members are the trustees and founding members of CSRT. The directors originate from several institutions including local research organizations, Non-government organizations (NGOs), public and private sectors, and civil society. Individually they are experienced in research work with immense skills in policy issues.

The day-to-day activities of the centre are managed by an executive director who is responsible to the board. The executive director is appointed by the board and is assisted by the finance and administration manager. The programs are executed by a team that is comprised of the executive director, heads of divisions, other research fellows, research assistants and associate researchers. The Centre has over 15 highly qualified resource persons with technical expertise in various fields including monitoring and evaluation, economic development, peace and conflicts, gender, governance, environment, information and communication technology etc. The figure below (Figure 1) illustrates the organizational structure of CSRT.

In addition the centre works closely with a diverse range of clients and research partners at both local and international level including research organizations, NGOs, public and private sectors, and civil society.

3.1 Figure 1: CSRT Organizational Structure



As depicted in figure 1, CSRT is structured into four distinct but inter-related divisions namely; research and policy analysis, capacity development, technical assistance division and the library and information resource center.

3.2 Institutional Development

The achievement of the above objectives for CSRT is dependent to a large extent on the institutional internal capacity to fulfill its roles that are organized within four core components. The Center has positioned itself to ensure improved quality delivery of research outputs to the satisfaction of its clients and time appropriateness for the research issue. CSRT is therefore determined to take supportive measures such as applying innovative approaches to research, and to strike an optimal balance between conducting research and special duties of technical assistance nature. Further, the center is determined to achieve an optimal balance between internal capacity development for staffs and systems; and external capacity development for other research institutions. CSRT is challenged with a growing need to increase its financial capacity and sustainability through broadening sources of funding; and enhanced cost effectiveness.

3.3 CSRT Core areas of focus

Our work is organized in four areas illustrated in the table 1 below; these are:

1. Research and policy analysis initiatives, both supply driven and/or demand driven
2. Capacity development
3. Technical assistance in form of consultancies and advisory services, and
4. Information dissemination under the resource center

The CSRT principle pillar is its research and policy analysis programme that investigates into the social and economic issues in our societies. The other two pillars are; Policy analysis and Capacity development, and Technical Assistance services. Knowledge dissemination is apparently supposed to be subsidiary to the major function.

There is a unique interrelation and synergy between the core program areas. The research results produced, which, if effectively disseminated and utilized, have the potential for significant impact on poverty reduction, sustainable economic development and a basis for capacity building. Research results are central to policy analysis, which in turn is a trigger for further research. To articulate the overall importance of research, the research themes at the heart of CSRT have to be sufficiently relevant to facilitate policy analysis, and generate capacity development required to make an impact.

Table 1: Summary of core programme areas and their objectives

1. Research and policy analysis	2. Capacity Development
(i) To undertake cutting edge research that focus on pushing back the frontiers of socio-economic inequities and on issues that affect society.	(i) To facilitate partnerships between researchers, policy makers, private sector and civil society and the creation of social network around policy issues. (ii) To strengthen socio-economic policy oriented research capacity for institutions and individuals through innovative approaches including training, internship placements, outreach programmes etc
3. Information Dissemination and sharing	**4. Technical Assistance**
(i) To facilitate knowledge dissemination and sharing on policy issues and research findings.	(i) To provide quality fee-based technical support and advisory services to public and non-government agencies.

4.0 Strategic Plan -The next five years

The first years of CSRT's history have demonstrated the need for and the feasibility of a thriving, innovative, interdisciplinary socio-economic research center in Uganda and the region.
The challenges to be confronted are what kind of center do we need to build on this foundation and how do we get there? Our goal is to institutionalize CSRT as the research and policy locus of the new socio-economic challenges in our society. We expect the future of the social sciences to occur at the intellectual frontier where diverse fields and disciplines rub against one another. Because CSRT is a nexus for social and non-social sciences across a range of substantive basic and applied research concerns, we are in a unique position to create those frontiers and to produce groundbreaking research by integrating diverse methods, cultures and intellectual interests.

Additionally, CSRT's interests will continue to be directed towards producing high-level research that informs policy discussions across a range of problems, which re-conceptualizes and re-identifies what constitutes societal problems. The future direction of the development agenda in the region, positions us as active participants in creating the new society.

With basic organizational elements now in place, CSRT will pursue four priorities over the period of this plan:

- *increase intellectual human resource density* at CSRT by broadening participation and collaboration with other researchers and by creating a framework for more extensive participation
- *further build our portfolio of funded research,* reaching $3 million over the plan period in total grant revenues by FY 2012;
- *expand our program of research-based training* for individuals, university scholars, research interns and capacity building for institutions undertaking research;
- *engage more extensively in public discourse*, enlarging the public role of the social and economic sciences and creating a base for building an endowment to sustain CSRT in the long run

More specifically, over the next five years we will pursue our aspirations to achieve the set vision and mission, by seeking to:

- become a nationally-recognized center of innovative social economic research;
- reach a grant revenue of $0.6 million dollars a year;
- establish intellectual leadership in multiple fields, including the application of latest research methods and technology;
- sustain and expand active programs of collaborative research with the universities, statistical offices, governments, civil society organizations and sister research organizations;
- build first-rate and high quality training programs that are grounded in active participation in CSRT's research environment and anchored by established connections with nonprofits, local businesses, and government agencies;
- create a stimulating research and mentoring environment for interns, individuals, fellows, and produce graduates competitive at the highest levels;
- participate actively in policy dialogues and discourse, with a leading role on key issues that engage areas of strength at CSRT; and
- attract CSRT supporters from the larger sub Saharan community who are committed to securing CSRT's future by building its endowment.

How do we achieve this vision? First, we remain committed to the specific ends that organized our endeavors over the first few years: developing and undertaking research, training future researcher and policy analysts; and disseminating knowledge. We will, over the next five years, sustain the institutional achievements attained to-date. And significantly deepen our capacity and expand our reach.

4.1 Research and Policy analysis

CSRT focuses more significantly on research and policy analysis. Our research agenda is clustered within four thematic areas: Economic development, equity and social empowerment; governance, peace and conflict; environment management and sustainability; and population health. Additionally, CSRT has a strong commitment to research capacity development especially aimed at strengthening individual and institutional capacities in sub Saharan African countries by promoting self-reliant development and providing opportunities for its partners to participate in research, training and knowledge sharing activities.

We have had a modest success in attracting research projects as reflected in the growing increase in CSRT-affiliated funded research in the last two years. Over the next five years we seek to increase this growth trajectory by building research capacity among our staffs, mobilizing and exploiting research opportunities, and promoting research in areas at the confluence of our staff strength, intellectual opportunity, and fundraising potential. Our target within the next five years is to raise our annual grant revenue to $0.6 million.

4.1.1 The Research and Policy Analysis Agenda

The biggest challenges to CSRT research agenda are the evolution of the socio-economic policies that respond to the present governments, as opposed to the apparent society needs. Secondly, the heightened importance of regional integration especially within the East Africa community has generated a broad range of policy research, policy analysis and policy consultations.

4.1.2 Research and Policy analysis thematic focus

To exploit attractive intellectual and fundraising opportunities, CSRT will promote research development in several high-priority areas that build on existing strengths. Currently, we have identified four priority areas:

(1) Economic development, equity and social empowerment;
(2) Governance, peace and conflict;
(3) Environment management and sustainability; and
(4) Population health.

CSRT has a relatively broader research mandate beyond economic and social policy analysis. There is an apparent need to integrate cross cutting issues into mainstream research agenda, issues such as gender, globalization, human rights, and Information, communication and technology (ICT).

We anticipate other thematic areas will emerge over the next few years. Our aim is to develop clusters of research projects in these areas and to deploy other means as needed to attain intellectual leadership in these fields. Under each broad theme several sub-themes have been developed. It should be emphasized that, all research themes and the sub themes proposed are geared towards achieving specific objectives and building on the broad CSRT objective.

Our instruments for facilitating research in these areas include the soliciting research grants, utilizing internally generated funds and the other means previously identified by which we support research. More directly, however, CSRT's senior staff will develop competitive research proposals and will identify and broker collaborative opportunities with donors, international research agencies, government and civil society organizations. We have been successful at both in the past year. We will also work to ensure the availability of research infrastructure including computer software and hardware, internet, data archives, and other research resources.

What is required is a sharpened focus of the challenges ahead, and also a need to define these challenges in terms of short, medium or long-term strategies. Instead of duplicating initiatives, CSRT will rather complement efforts made by other organizations whose mandates, objectives and activities overlap.

4.1.3 Economic Development, equity and social empowerment

The achievement of Uganda's long-term development objectives requires a sustained economic growth pattern that ensures a strong impact on poverty alleviation through creation of income sources and equitable access to social services. This will require continuing effective macroeconomic management, selective policy interventions to accelerate growth, increase trade and investments, provision of public services that enhance human capabilities (education, health, water and sanitation). In addition, polices should generate efforts to ensure that growth increases economic choice and livelihood opportunities for poor households, and increase business

enterprises and agricultural productivity. This research area will include initiatives at the community level, to monitor how development in the economy and public policy translates into wealth creation, productivity; improve human capabilities at household level. Further, research will focus at the macroeconomic level to analyze the constraints on growth and the impact of growth on differing sectors and social groups. Research in this cluster will focus on the following sub themes;

- Poverty and inequality;
- Access to social services;
- Productivity in small and medium business enterprises;
- Agricultural productivity and commercialization;
- Labor market issues;
- Trade, aid and investment;
- Regional Integration and globalization; and
- Access and utilization of micro finance;
- Gender and socio-economic empowerment.

4.1.4 Governance, peace and conflict

Responsible public and private sector governance is increasingly becoming a driving force behind economic growth and development especially in sub Saharan Africa. Governance include, the management of a country's resources for development, the actions of both central and local government and other players such as employers associations, trade unions, civil society, and institutions. The current socio-political scenario requires pro-people oriented governance that demonstrates high level of integrity and commitment to society needs as opposed to individual satisfaction and self-glorification. Governance encompasses the overall effectiveness of the government in managing its role, functions and responsibilities. CSRT will therefore continue to address governance issues including improvement of both public and corporate service delivery, service delivery within decentralization systems, political pluralism and democratic transitions of power. The key areas of research focus for this cluster are:

- Leadership effectiveness on service delivery;
- Ethics and integrity in public and private sector governance;
- Conflicts, Human Security and Peace;
- Human rights; and
- Decentralization and democracy.

4.1.5 Environment management and sustainability

Eastern Africa and particularly Uganda is known for its beautiful natural resources, however rapid population growth and the urgent need for agricultural developments, urbanization and industrialization, have resulted into destructive exploitation of these resources. CSRT's research work on the interface of environment and economic development provides a great opportunity for considered improvement in environment management and sustainable exploitation of natural resources. Applied research addresses problems of deforestation, drought, desertification, habitat, land and soil degradation, pollution, water body management, wetland reclamation and threatened bio-diversity species.

The sub themes for this research cluster include;

- Natural Resource Management;

- Sustainable waste and pollution management;
- Climate change; and
- Environmental health;

4.1.6 Population Health

Population health highlights the influence health inequalities has on the individual human capacity and the entire population. This perspective diverts from the typical medical model of health analysis and policy making with its focus on health care and on individual-level factors in disease causation. It explores into the perspectives of health and social empowerment and their significance in improved quality of life for population. The population health perspective traces the influence of micro and macro-level social determinants of health through individual and population-level behavioral and biological pathways. Research on the sub themes under population health are;

- Measurement of health status;
- Trends in health deprivation and inequality and their causes;
- Link between health and income;
- Nutrition and health;
- Intra-household issues in health;
- Health Policy and Health Systems, and;
- Governance, Equity and Health.

4.1.7 Cross cutting issues;

- Globalization;
- Gender;
- Human rights;
- Information and Communication Technology; and
- Monitoring and Evaluation.

4.2 Capacity building

CSRT seeks to establish it's self as an instrumental institution in providing capacity building in research and policy analysis for institutions and individuals involved in the development agenda. At CSRT we understand and implements capacity building in a broader context, beyond conventional training. Our approach targets at enhancing both the strength of institutions and that of human capacity. The capacity building initiatives we seek to undertake include joint research implemented in collaboration with other research agencies, learning attachments or placements provided for both junior and senior researchers; hosting visiting scholars; and running short training programmes through seminars and workshops. Our target beneficiaries cut across a broad public sector spectrum, NGO community, civil society and private sector organizations. In this strategic plan, the training themes will be drawn from the training needs assessments and research outputs from the major research themes.

4.2.1 Research Training

CSRT seeks to develop the next generation of leading researchers and applied social scientists. Key to achieving this goal is training and mentoring research scholars and providing the research

projects and great intellectual environment, which incubate successful careers. CSRT organizes training programs in a number of specialized areas spinning off our research work. During these training, we disseminate latest research findings, and we provided forum for internationally respected researchers to discuss or contribute to training and capacity-building initiatives at the centre.

Our focus is to provide training to young research scholars, interns and fellows and individuals already serving in various capacities with under-tapped resource potential. The two primary elements of CSRT's research training agenda are to provide a high quality research-training environment characterized by (i) excellent supervision, (ii) appropriate infrastructure support, (iii) a stimulating intellectual climate, and excellent administrative support and services; and (iv) producing 'research graduates' with the knowledge, skills and competencies necessary to plan and conduct research studies and apply findings within their discipline area, complemented with generic skills of collaboration and teamwork, problem solving and communication.

To a greater extent than previously, we will integrate these researchers into CSRT. We will do this in two ways. We will seek to attract researchers who have specific interests in research projects that are active at CSRT at that time. This immediately provides scholars and young researchers with a familiar research opportunity that will help further their research skill and an infusion of new ideas. For research scholars, interns or research fellows, we will identify and seek funding opportunities that will provide stable resources during their stay in the context of an established research or training project.

To build methodological research capacity among staffs, we will offer short courses on diverse technical and substantive problems of relevance for social science research. Examples of such courses include; Poverty analysis and impact evaluation, Statistical linear modeling; Computer based skills for research such as GIS, Analysis of spatial data; and Ethnography. Other courses will engage them in the processes of research funding, competitive proposal writing, and publishing research, and legal and ethical issues in research, for instance IRB requirements. Courses will be open to staff, fellows, and research scholars, and will be initiated during 2008-2009. They will be expanded thereafter.

The center will identify and enter into collaborative arrangements with internationally recognized universities and research institutes to provide cutting edge and relevant training programmes. The main objective of this tailored programme is to train policy analysts and researchers who will actively be involved in research on socio-economic issues. The CSRT training programme mainly targets mid career professionals from the central government, local government, private sector, academic/research institutions, local and international NGO's. In 2007, the center trained 45 individuals in analysis of poverty policies and impact evaluation.

4.2.2 Policy Dialogue

At CSRT we believe that research must generate results that respond to the current social challenges and meet stakeholder's expectations. CSRT intends to utilize internally generated research findings to spur policy analysis and dialogue while carefully giving room to demand driven topics emanating from emerging policy issues. The policy analysis component of the capacity building programmes will therefore be designed in such a way as to ensure that CSOs and private sector actors are enabled to access research based evidence and inform the policy processes. Further, we will continue speaking out to ensure that there exist adequate link between research and policy. The center will encourage stakeholders (e.g. CSOs and private sector actors) to use the various research outputs meaningfully as instruments to influence policy as well as decision-making. Stakeholders' dissemination workshops will be organized to coincide with the completion of a research project when the findings are ready for dissemination. These workshops include the annual think tank meeting organized in collaboration with Makerere

University and other research organizations, The Daily Monitor, and Ministry of Planning and Economic development; the Annual scientific conference organized by Uganda Bureau of statistics.

Like in the past, the center will prepare policy briefs and papers addressing the critical policy issues using research evidence and hard data. The briefs will be circulated to policy makers, member of the parliament, the donor community, cabinet, and the public.

Likewise the training programmes will be tailored towards building the capacity of the government executives on policy analysis and economic management. Recognizing their role in dissemination, the media is another targeted stakeholder within CSRT's capacity building programmes. In addition, the internship and staff exchange programme is another approach to be adopted. There will be organized secondment and staff attachment programmes between CSRT staff and Government officials to learn and tap experience on policy processes and policy analysis.

4.3 Knowledge dissemination and sharing

CSRT attaches importance to getting the "right" knowledge to the people who need it the most, in a timely manner and in a useful form. To disseminate research knowledge and to raise our organizational visibility, we will develop a more systematic communications strategy that employs print and electronic media including working papers, articles and newsletters, as well as organize conferences, workshops, forums, presentations, and guest lectures.

As our research programs increasingly bear fruit in the form of published books, articles and findings that engage public policy debates, and as our research training activities become established, we will be in a stronger position to participate in development activities that raise funds from individual donors and help to build an endowment.

4.4 Technical Assistance

The CSRT's Technical Assistance programmes aim at providing support to the public and private sector institutions through professional consultancy and advisory services. Specifically, these technical assistance programmes are meant to (i) to provide quality fee-based advisory services to the public and private institutions (ii) to generate income for the center.

Consultancies undertaken by the center have been related to economic and social challenges and usually benefit or contribute to the center's research agenda. They seek to address policy related issues for government ministries, development partners, CSOs and the private sector. The technical assistance unit uses expertise available in other units at the center plus externally sourcing professional and experts from either privately or through local and international firms. The quality assurance capacity of CSRT, as a whole, will be strengthened to ensure that all technical assistance and the work produced reaches acceptable standards, and time commitments which are critical in policy work.

5.0 CSRT Institutional development

In order for the Center to fulfill its mandate and accomplish its mission, internal institutional capacity has to be strengthened. Based on the result of the capacity assessment conducted in 2007, the center requires developing its capacity in the three critical support services. These are;

expand and equip the resource center for research, re-equip and upgrade the ICT infrastructure, and invest in human resources development.

5.1 Strengthening the Information resource center

The resource center plays a major role for in-house researchers and other stakeholders. It is also a channel for dissemination of CSRT research outputs to the community. In the past, the center has maintained a small library with modest reference materials and resources. In the next five years, the center seeks to expand the resource center that will ultimately provide a backbone for research references, training and support effective dissemination of own knowledge and those generated by other collaborating institutions. CSRT endeavors to equip the resource center with fast and reliable Internet connection, computers and maintain subscription to online research journals, papers and books.

Among others, the center shall be stocked with latest resources such as discussion paper series, working papers, research report series, policy brief series, journals and books. These resources will serve as an excellent channel to publish research outputs, to disseminate research outputs and provide substantive policy dialogue.

5.2 Improving ICT infrastructure

Improving the ICT infrastructure base will be a key ingredient to supporting the realization of the vision and mission of CSRT. Enhancing the ICT infrastructure will ensure there is a reliable technology to support business operations; minimize down-time due to hardware failure, and availability of expansion capabilities for more operations, raise productivity and efficiency due to simplification of tasks; and increase in knowledge base and information processing. In addition to the hardware, the center will need to improve software range and ensure that there is a reliable software base to support the operations. ICT hardware, such as computer, computers as the primary working tool for researchers and support staff need to be running optimally. During the last two years, the center has procured and installed various computers and computer peripherals to improve performance, but given the volume of work and staff at the center, the ICT infrastructure requires improvements.

5.3 Human resource capacity development

At CSRT we believe that intellectual human resources (HR) are our most important component for our success in accomplishing the mission and fulfilling this plan. The strategic priority of human resource for the strategic plan period shall focus on recruiting and retaining qualified staff, and building capacity for research scholars and young professionals through training. This will ensure a minimum staff turnover, increase productivity and maintain the integrity and credibility of the center.

Staff Development: Within the staff development package, CSRT shall build capacity for young professionals through training, mentorship and exchange programmes with partner institutions to enhance skills on research and capacity to undertake substantive policy analysis.

Staff Retention Strategies: The CSRT's strategic direction for staff retention shall ensure that staffs are highly motivated through compensation and provided with a meaningful welfare package that includes improving on non-financial elements of a job, like the work environment, facilities, opportunities for advancement and room for staff participation in designing, and implementing various research projects.

Setup a HR Unit: Over the next five years, CSRT plans to set up a HR unit that shall improve on human resource planning and visioning, improve performance management systems and human resource policies and practices.

6.0 Monitoring and Evaluation of the strategic plan

Monitoring and Evaluation (M&E) will be part and parcel of the entire CSRT implementation of this strategic Plan. The Center activities as articulated in the Strategic plan shall routinely be monitored and reported quarterly, semi - annually and annually. Two evaluations will be carried out to assess progress toward achieving the objectives and quality effects of the programmes. A number of reporting tools shall be developed to conduct monitoring and evaluation of the programmes. These tools also form a major part of the reporting system. The center shall develop a detailed M&E plan that describes the mechanism for assessing and measuring performance, outputs, milestones and the targets to be achieved. To this end, the CSRT database will continuously be updated to provide information for M&E studies. It will maintain data related to CSRT trainees and other programme participants, questionnaire surveys, interview studies, and collaborative research

Each of the four strategic pillars of this plan has been clearly defined with outputs and key performance indicators for measuring performance and progress towards results. Table 8.1 describes the key strategic objectives, strategic actions and their indicators.

During the five year programme period, special emphasis will be given to measuring the degree to which the CSRT project is achieving its objectives. Impact assessments will be carried out to measure:

- the scientific productivity of CSRT trainees (e.g. international and local publications);
- advancement of trainee research careers (e.g. degrees, professional positions, awards, honorary positions);
- CSRT trainee contributions to socio science capacity building (e.g. supervision of M.Sc. and Ph.D. students, participation in and establishment of new networks, holders of national and international socio-science policy positions);
- the impact of the capacity enhancing support on research quality and career success;
- the development outcomes of CSRT trainee's scientific work (e.g., products, patents, contributions to policy making).

Comparisons will be made between CSRT members (trainees) and control groups (e.g. researchers receiving training from other organizations in developing and developed countries).

CSRT intends to further develop and systematize the information collected in order to also follow the impact of the capacity enhancing support. This data will be compiled and assessed as a basis for further developing the activities forming part of the support.

An important constraint on the indicators chosen is their empirical feasibility. The use of indicators to monitor progress depends to a great extent on the availability of relevant and timely data to implement them. Given the potential dangers of mis-measurement and the need to construct robust indicators, the statistical capacity of CSRT in tracking existing data shall need to be developed.

7.0 Funding the Five Year Programme

Sustainable funding is a prerequisite for the implementation of this Five Year Programme. A stable, and expanding, financial position is necessary to implement the programme according to the principles proposed in this document. Mobilization of financial resources for the CSRT

programme includes research and institutional development grants from donors, income from commissioned studies, fees earned from technical support provided, capacity building of individuals and institutions, and membership subscriptions; as well as assets in kind, which refer to staff seconded to CSRT from other organization, provisioning of services during workshops etc. While it is essential to carefully maintain the continued support of present donors, CSRT will endeavor to attract additional financial resources to support the programme. Our five year cost implication statement is indicated in table 2.0.

Table 2.0: Budget for CSRT USD (2008 -2012)

		2006-07	2007-08	2008--09	2009-10	2010-11	2011-12
1	**SALARIES**						
	Subtotal salaries	**231,000**	**333,600**	**364,800**	**400,800**	**436,800**	**448,800**
2	**CONSULTANTS**	**15,000**	**60,000**	**60,000**	**60,000**	**60,000**	**60,000**
3	**EQUIPMENT (including laptops, vehicle, tables, ICT for library)**						
	Subtotal	**6,884**	**37,148**	**61,714**	**6,714**	**10,214**	**9,214**
4	**INTERNATIONAL TRAVEL**	**5,000**	**15,000**	**40,000**	**45,000**	**50,000**	**55,000**
5	**RESEARCH EXPENSES**	**80,000**	**175,000**	**220,000**	**245,000**	**395,000**	**570,000**
6	**EVALUATION**	**7,500**	**8,500**	**9,000**	**34,000**	**9,000**	**34,000**
7	**TRAINING**	**5,000**	**45,000**	**135,000**	**150,000**	**165,000**	**180,000**
8	**INDIRECT COSTS**						
	Subtotal	**93,245**	**145,460**	**167,315**	**181,185**	**189,032**	**197,264**
9	**CAPACITY BUILDING COSTS (including short courses, workshops, conferences, training workshops & seminars)**	**72,000**	**160,000**	**160,000**	**160,000**	**160,000**	**160,000**
10	**TOTAL Expenses**	**515,629**	**979,708**	**1,217,828**	**1,282,699**	**1,475,045**	**1,714,278**

7.1 Projected Revenue

INCOME (USD)						
Grant revenue	250,000	563,000	763,000	898,000	1,023,000	1,123,000
Commissioned studies	125,000	232,500	235,000	240,000	285,000	435,000
Technical support	135,000	135,000	130,000	125,000	125,000	125,000
Capacity Building	14,000	70,000	45,000	30,000	30,000	25,000
Balance from previous year	0	23,371	52,663	14,335	31,136	25,591
Other including subscriptions	15,000	8,500	6,500	6,500	6,500	6,500
Total Revenue	**539,000**	**1,032,371**	**1,232,163**	**1,313,835**	**1,500,636**	**1,740,091**
Profit/loss	**23,371**	**52,663**	**14,335**	**31,136**	**25,591**	**25,813**

This is a wide-ranging plan, and within five years it might be expected that some elements will be more advanced in development than others. However, it will provide a basis for further plans and will indicate the speed and depth in which the growth of research capacity and output and capacity development can be anticipated.

8.0 Summary of the Strategic Plan

Overall objective

To undertake research that will fill the critical gaps in the knowledge that links social equity, economic growth and long-term development.

Table 8.1: Strategic Plan summary by, Strategic Objectives, actions and key performance indicators

Strategic Objective	Strategic Actions	Key Performance Indicators
SO-1. Research and policy analysis		
1. To undertake cutting edge research that promotes the links between equity, growth and long-term development.	1. Undertake participatory consultations with local and international stakeholders to identify research issues. 2. Undertake research and share results.	i. Number of research activities completed. ii. Number of research publications made. iii. Number of research dissemination sessions.
SO-2. Capacity Development		
2.1 To facilitate partnerships between researchers, policy makers, private sector and civil society and the creation of a social network around policy issues.	1. Establish a policy dialogue forum. 2. Identify key policy issues and conduct policy lobbying. 3. Conduct awareness raising programs on policy issues.	i. Number of institutions subscribing to the policy dialogue forum. ii. Number of individuals involved in policy dialogue.
2.2 To strengthen socio-economic policy oriented research capacity for institutions and individuals through innovative approaches including training, internship placements, etc	1. Conduct policy analysis and research capacity assessment for institutions. 2. Provide technical assistance to stakeholder institutions 3. Conduct short term training	i. Number of policies responsive to social challenges formulated or reviewed. ii. Number of formulated polices to which technical assistance was provided. iii. Number of individual trained

	programs. 4. Organize internship and placements for scholars. 5. Identify and disseminate existing sources of critical appraisal training. 6. Encourage and support the production and publication of quality socio-economic research. 7. Identify, complement and advertise existing professional, academic and socio-economic research training courses and mentorship programmes. 8. Provide basic introductory courses on research support soft ware. 9. Fund the training of a critical mass of members in systematic review procedures as long-term research capacity building exercise. 10. Identify and broadcast socio-economic research vacancies. 11. Improve CSRT member's access to funding through the development of skills in writing proposals and support with research governance and ethics procedures.	in research and\or policy analysis. iv. Number of individuals provided with internships and\or placement. v. Number of quality publications produced and published on socio-economic issues. vi. Number of professional academic and socio-economic research training courses and mentorship programmes advertised. vii. Number of trainees in introductory courses on research support soft ware. viii. Number of members funded in systematic review procedures. ix. Number of socio-economic research posts researched. x. Number of trainees in writing proposals.
SO- 3 Information dissemination and sharing		
3.1 To facilitate knowledge dissemination and sharing on issues pertinent to the national development agenda.	1. Promote and disseminate information of research to the membership through the CSRT newsletters and on the website. 2. Develop the quantity and quality of research, audit and evaluate publications and advise on submission to the	i. Number of announcements on CSRT research made in the newsletter and CSRT website. ii. Number of evaluated publications published in

	most appropriate journals. 3. Contribute to update of the website and links with other organizations and references. 4. Disseminate current best practice information through journals, Internet, regional workshops and conference within and outside CSRT network. 5. Promote the use of CSRT databases. 6. Identify target audiences to promote CSRT research. 7. Communicate and liaise with colleagues working internationally on related research and developments. 8. Provide training on publication and conference presentation.	appropriate journals. iii. Number of internet links with other organizations. iv. Number of publications disseminated via local and international journals, internet, conferences and workshops etc. v. Number of dissemination sessions held. vi. Number of individuals participating in dissemination sessions. vii. Number of international forums on research and policy attended. viii. Number of users of the CSRT database. ix. Number of network members of CSRT at local and international level. x. Number of network members of CSRT at international level. xi. Number of trainees in public and conference presentation.
SO-4. Technical Assistance		
4.1. To provide quality fee-based technical support and advisory services to public and non-government agencies.	1. Carry out consultancies and advisory services. 2. Conduct special studies.	i. Number of consultancies accomplished. ii. Level of income earned through technical assistance.
SO-5. Institutional Development		
5.1. Increase human resource capacity to undertake research and training.	1. Prepare a comprehensive human resources development strategy.	i. Human resources development strategy approved and implemented.

5.2. Enhance institutional infrastructure and services. 5.3 Establish sustainable funding mechanism.	2. Prepare a comprehensive dissemination and knowledge sharing strategy. 3. Equip and maintain the resource center, including installing ICT hardware and software. 4. Subscribe to research journals. 5. Prepare competitive funding proposals (grant shopping). 7. Prepare a monitoring and evaluation (M&E) plan and management information system (MIS).	ii. Dissemination and knowledge sharing policy approved and implemented. iii. Number and type of equipment and reference resources in the resource center. iv. Number of journals subscribed to. v. Percentage of prepared proposals that are funded. vi. M&E plan and MIS approved and implemented.