CODESRIA
Strategic Plan 2012-2016

Extending the Frontiers of Social Research
and Bringing Social Research to Public Issues

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CODESRIA

COUNCIL FOR THE DEVELOPMENT OF
SOCIAL SCIENCE RESEARCH IN AFRICA

The Council for the Development of Social Science Research in Africa (CODESRIA) is an independent organisation whose principal objectives are to facilitate research, promote research-based publishing and create multiple forums geared towards the exchange of views and information among African researchers. All these are aimed at reducing the fragmentation of research in the continent through the creation of thematic research networks that cut across linguistic and regional boundaries.

CODESRIA publishes *Africa Development*, the longest standing Africa based social science journal; *Afrika Zamani*, a journal of history; the *African Sociological Review*; the *African Journal of International Affairs*; *Africa Review of Books* and the *Journal of Higher Education in Africa*. The Council also co-publishes the *Africa Media Review*; *Identity, Culture and Politics: An Afro-Asian Dialogue*; *The African Anthropologist* and the *Afro-Arab Selections for Social Sciences*. The results of its research and other activities are also disseminated through its Working Paper Series, Green Book Series, Monograph Series, Book Series, Policy Briefs and the CODESRIA Bulletin. Select CODESRIA publications are also accessible online at www.codesria.org.

Contents

Acronyms

AARC	African and Arab Research Centre
AAU	Association of African Universities
AAWORD	Association of African Women for Research and Development
ACBF	African Capacity Building Foundation
ACHPR	African Commission on Human and Peoples' Rights
AEGIS	Africa-Europe Group for Interdisciplinary Studies
AERC	African Economic Research Consortium
APISA	Asian Political and International Studies Association
ARC	African Research Council
ASC	African Studies Centre
AU	African Union
BRICS	Brazil, Russia, India, China and South Africa
CASS	Chinese Academy of Social Sciences
CDP	Consortium for Development Partnerships
CLACSO	Latin American Council of Social Sciences
CODICE	CODESRIA Documentation and Information Centre
CRASC	Centre for Social and Cultural Anthropological Research
CRN	Comparative Research Network
CROP	Comparative Research on Poverty
DAFMS	Department of Administration, Finance and Membership Services
DANIDA	Danish International Development Agency
DfID	Department for International Development
EADI	European Association of Development Institutes
ECOWAS	Economic Community of West African States
SADC	Southern African Development Community
CEMAC	Communauté Economique et Monétaire de l'Afrique Centrale/Economic and Monetary Union of Central Africa
IGAD	Intergovernmental Authority for Development
FESPACO	Pan African Film and Television Festival
HE	Higher Education
HELP	Higher Education Leadership Programme
HSRC	Human Sciences Research Council

ICSSR	Indian Council of Social Science Research
ICTs	Information and Communication Technologies
IDEAs	International Development Economics Associates
IIAG	Ibrahim Index of African Governance
ISSC	International Social Science Council
IUCN	International Union for the Conservation of Nature
LDCS	Least Developed Countries
MWG	Multinational Working Group
NAI	Nordic Africa Institute
NGO	Non-Governmental Organisation
NORAD	Norwegian Agency for Development Cooperation
NRF	National Research Foundation
NWG	National Working Group
OAU	Organization of African Unity
OSF	Open Society Foundations
OSIWA	Open Society Initiative for West Africa
OSSREA	Organization for Social Science Research in Eastern and Southern Africa
PASGR	Partnership for African Social and Governance Research
PAU	Pan African University
RECS	Regional Economic Communities
REDD	Reducing Emissions from Deforestation and Forest Degradation
RFGI	Responsive Forest Governance Initiative
SANPAD	South Africa Netherlands Research Programme on Alternatives in Development
SEPHIS	South-South Exchange Programme for Research on the History of Development
SIDA	Swedish International Development Cooperation Agency
TGF	Training, Grants and Fellowships
TWF	Third World Forum
TWG	Transnational Working Group
TWN	Third World Network
UCAD	Université Cheikh Anta Diop de, Dakar (Cheikh Anta Diop University of Dakar)
UEMOA	Economic and Monetary Union of West Africa
UIUC	University of Illinois at Urbana Champaign
UNCTAD	United Nations Conference on Trade and Development
UNECA	United Nations Economic Commission for Africa
UNISA	University of South Africa
WSSF	World Social Science Forum

Executive Summary

Main Goals and Expected Outcomes

The main objective and goal that CODESRIA is seeking to achieve during this plan period is to make the social sciences and humanities in Africa address some of the key political, economic, social and environmental challenges for Africa's development and come up with high quality publications and pertinent recommendations for policy makers in government, civil society, and international organisations.

By the end of the plan period, it is expected that:

- Cutting edge research in the social sciences and humanities in Africa will have produced new knowledge on issues such as governance and politics in Africa; conflict and peace; gender; globalization; climate change; regional integration; the multi-polarization of the world; the BRICS and Africa; processes of impoverishment and wealth making.

- African intellectuals and African scholarly publications will be widely cited, highly appreciated, highly visible and easily accessible both within and outside Africa.

- CODESRIA will be in the premier league (i.e. among the greatest) of social science research institutions of the world in terms of the quality of its research programmes and publications, and will be seen to be the leading 'think tank' of Africa, on African and global development issues.

- CODESRIA will have an excellent governance system; as an institution it will be responsive and accountable; and will have a solid and very secure resource base.

Specific Objectives and Goals

The specific objectives and goals of the 2012–2016 strategic plan are the following:

1. Excellence in Research: CODESRIA research is cutting edge, informed by African realities, and addresses all the key issues in African governance, development and presence in the world.

2. Research Capacity Building: Nurturing the Next Generation of African Scholars: CODESRIA continues to contribute to the nurturing of the next generation in a culture of scientific excellence, respect for ethics, academic freedom, social responsibility.

3. Publishing and disseminating the best of what comes out of African research; therefore CODESRIA publications (peer reviewed journals, books, monographs, working and occasional papers, and policy briefs) will be produced in a timely manner, be of high scientific quality and/or policy relevance, and widely disseminated around Africa and other parts of the world.

4. Bringing research to policy and to public issues; engaging policy makers and civil society:

   i) CODESRIA projects African voices both within Africa and on the global stage, and brings research to public issues, and CODESRIA research is used by decision makers, civil society, international organizations and the private sector.

   ii) CODESRIA works closely with African universities, and the Pan African University of the African Union, as well as with other pan-African social science research organizations and professional associations such as the African Research Council when it began its work, and African think tanks; existing South-South, South-North, and South-North-South partnerships will be strengthened and others established as necessary. CODESRIA will also strengthen its relations with the AU, African RECS, individual African governments, and civil society organizations and networks, and reach out to African parliaments with a view to building strong partnerships with them.

5. Building a robust African social science information system: CODESRIA will work towards becoming the main African platform where ideas are formulated and pathways for responding to the challenges and addressing the big issues facing Africa are mapped out.

6. Institutional development:

   i) CODESRIA as an institution is governed in modern, democratic, transparent and accountable ways

   ii) Sustainability issues will also be addressed; the resource base will be broadened and diversified; the CODESRIA Endowment Fund will be legally registered, and a campaign to get as many contributions as possible will be launched; CODESRIA will also pursue its efforts to get a new and more spacious headquarters building in Dakar.

Activities

In order to achieve these objectives, CODESRIA will launch activities in the following areas:

Research; research training; publishing; dissemination; creating platforms; reaching out to policy communities; social movements; setting standards; labelling; promoting intellectual freedom and social responsibility; and institutional development.

Research

Research will focus on a limited number of extremely important issues, such as governance and politics; security and the rule of law; gender and youth; mobility (particularly international and intra-African migrations); climate change; and

internationalization in higher education and the evolution of the African higher education system. Development remains a key concept in the thinking on social transformation that translates into greater freedom and the enhanced well-being of the peoples of Africa. The understanding of development that has now become widely shared among members of CODESRIA and the larger African research community is the result of a combination of post-structuralist, ecological, gender and southern critiques of the dominant modernization and development paradigms, and of years of re-thinking development both as a concept and as a socio-historical process. As Amin has argued, development, for us, is not so much about 'catching up', but 'an invention of another kind (…), a process of inventing a new civilization' (Amin 2007:1151), a civilization that is founded on core universal values, and is necessarily human and humane, democratic, 'ecological'(Wen 2011), and based on rights, justice and equity, particularly gender justice and equity. Put differently, development is 'a response to the many challenges the continent has faced over the years and still faces today' (Mkandawire 2011).

The Burkinabé historian Joseph Ki-Zerbo reminded us more than two decades ago that there is no 'ready-made development' (développement clefs-en-main) that could be bought or easily transferred from one part of the world to another, and that the key to development is in the people, their cultures, values and worldviews (développement clefs-en-tète; Ki-Zerbo 1990). However, the great interest in China and Brazil that exists today among many African scholars, policy makers and development practitioners is partly due to the fact that China (and other countries such as South Korea and, to a lesser extent, Brazil and Turkey) seem to have found appropriate answers to some of the problems of mass poverty and development that Africa is facing and, in the process, demonstrated that it is indeed possible for countries and societies of the Global South to achieve great improvements in the living conditions of large numbers of people within relatively short time spans—i.e.to accelerate the development process. Therefore the research that CODESRIA will seek to promote over the next five to ten years will include research on on-going attempts as well as alternative pathways towards social transformation and development, and on-moving Africa out of the margins or periphery onto the centre stage in matters of global trade, knowledge production, development and global governance, without compromising the rights and core universal principles and values mentioned above, the challenges and opportunities for democratic governance and sustainable development under the current global system; the challenges and opportunities for sustainable democratic development associated with global environmental change; and the successes and failures.

Research Themes and Issues

The following themes and sets of issues have been identified in the 2012-2016 Strategic Plan as themes and issues on which CODESRIA research should focus:

- **Higher Education, ICT and Internationalization**: the changing landscape of higher education and research; neo-liberalism, its evolution and African responses to it.

- **Climate Change, Resources and Development**: natural resource governance and the new scramble; agrarian transformation and agricultural development; value addition and industrial development.

- **Politics and Governance**: human rights; citizenship; social movements and new forms of civic engagement; peace, security and rule of law.

- **Gender, Youth, Culture and Transformative Social Policy**

- **Regional and Continental Integration, Mobility and the African Diaspora**

- **Contemporary Forms of African Engagements with the Rest of the World**: African encounters with globalization; the study of other regions of the world; South-South Relations; the emerging powers and Africa; and the comparative study of historical experiences of development and governance.

- **Thinking About the Future**: prospective studies; planning, and ways of dealing with uncertainty in Africa.

These themes and sets of issues form the core of the research agenda for CODESRIA under the 2012-2016 Strategic Plan. They are the main themes around which the main research programmes will be developed. On-going research programmes on higher education leadership, gender, children and youth, environmental politics and governance, etc. will be revamped and new ones developed. Under the framework of the new strategic plan, research will seek to uncover and understand the strategies for developing Africa in sustainable, ecologically and gender balanced ways through which citizens become empowered, and states become capable and effective (Olukoshi, Ouedraogo & Sall 2010).

Part of this agenda will also be implemented through the creation of CODESRIA Research Chairs in collaboration with carefully selected African universities, and with institutions such as the National Research Foundation of South Africa that has already established more than 100 endowed research chairs in South African universities. South-South and North-South collaborations will also remain important ways of implementing part of this agenda.

Thematic and Issue-Focused Research Programmes

A number of on-going research programmes, such as the Gender, Child and Youth Studies, Higher Education Leadership, Governance and South–South programmes, will be consolidated and improved, and new ones launched. NWGs, MWGs, CRNs and TWGs as research vehicles will be improved, particularly in the ways they are managed.

Research training, publishing and disseminating research results, and engaging policy communities and civil society are also going to be important during the plan period. CODESRIA will re-calibrate its **research training** programme to put the emphasis on upstream initiatives that have a potential for important positive multiplier effects on the entire higher education and research system (e.g. training trainers; refresher courses for lecturers, senior lecturers and professors; programmes targeting senior fellows, etc.), while still, in a carefully targeted manner, addressing the needs of the next generation of great scholars. Research training will therefore consist mainly of nurturing new generations of scholars.

CODESRIA will find ways of improving its **publication** programme and developing modern, innovative dissemination mechanisms that will raise African scholarly publications to the premier league of academic publications, while bringing research

to policy and to public issues. This will also mean entering into strategic partnerships with institutions and sister organizations in the Global South and in the North that share the objectives of not only taking the social sciences to higher levels of quality and relevance, but also making them serve the social movements and policy communities of the South. The activities of the Publications and Dissemination Programme will include the use of the most modern of publishing techniques to bring out high quality books, working papers, journals and policy briefs in a timely manner and not only make them available to policy makers and civil society, but also find ways of engaging various policy communities over issues brought up in the research and publications.

CODESRIA will also seek to take its **institutional development** to a higher level in order to not only adapt to the changing contexts, but also to be able to anticipate some of the developments that might arise, and still be responsive and accountable to its constituencies. The Council will further **consolidate its resource base**, **decentralize** further, and devolve more activities to the universities and other institutions as it moves onto other kinds of engagement with the community.

Introduction

1. CODESRIA will be celebrating its 40th anniversary in 2013. The Council was established by African researchers in 1973 out of a desire to build an autonomous pan-African scientific community that is capable of interpreting social realities in Africa and contributing to scholarly, public and policy debates on African and global issues. Coming out of decades of colonial rule politically fragmented, economically underdeveloped and dependent, and contributing only very marginally to global knowledge production and to global trade, Africa, at the time CODESRIA was established, was faced with huge challenges.

2. Those who founded CODESRIA shared the conviction that education, higher education, research and the production of knowledge are the keys to the transformation of Africa. CODESRIA, therefore, was-and still is-about building a strong African social science research community and mobilizing it to work towards increasing the scientific understanding of the challenges facing Africa and the world as a necessary step towards overcoming these challenges. In the 40 years of its existence, CODESRIA has carried out research on all the major issues associated with the independence and economic, social and political transformation and development of the African continent.

The CODESRIA Mandate

3. CODESRIA's main mandate is to promote social science research in Africa, with a view to:

   i) Producing new social knowledge and bringing social knowledge to public issues

   ii) Contributing to the fight against what the late Mwalimu Julius Nyerere, former President of Tanzania, called the 'three dragons' standing in the way of African development: poverty, ignorance and disease; and actively participating in the construction of African independence and development

   iii) Creating a networked community of scholars, across disciplinary, linguistic, generational, gender and regional boundaries

   iv) Contributing African perspectives to the understanding of global issues

CODESRIA also defends and promotes academic freedom and, more generally, the independence of thought and action, without which social science research cannot flourish.

4. In order to fulfil its mandate and achieve these objectives, CODESRIA has launched a broad range of programs through which it organizes and supports research, strengthens the research capacities of African researchers and research institutions, publishes and disseminates the results of research, advocates for a socio-political and economic environment that is more conducive to social science research, and defends academic freedom. Building a networked community of scholars across disciplinary, linguistic, age, gender, and geographical boundaries was, from the outset, seen to be both an objective worth pursuing, for it is an important aspect of the pan-African project, and a condition for the advancement of the social sciences and humanities in Africa. The membership of CODESRIA has been growing and, being a membership organization, as it tries to fulfil its mandate CODESRIA also tries to be responsive and accountable to its constituencies. It also tries to be proactive in its attempts to serve the African social science research community, the African 'development community' (Leys 1996), and the peoples of Africa, more generally.

5. CODESRIA has played a leading role in setting the agenda for research on the African continent, through a participatory process. CODESRIA has also successfully developed many programmes and instruments that have enabled it to carry out research, nurture several generations of African scholars, publish a considerable amount, and organize policy and public debates on the priority issues for the continent in ways that complement and move forward the work of African universities, research institutes and centres, research NGOs and other knowledge producing institutions on the continent.

6. The reasons for the creation of CODESRIA also included a widely shared conviction within the African intellectual community that knowledge generated in Africa has to become an integral part of policy and social action in Africa, and that CODESRIA can be an important vehicle for this. Over the years, CODESRIA has indeed succeeded in positioning itself vis-à-vis the policy communities, social movements, and civic action arenas in ways that have enabled it to play this role, at least to a certain extent.

7. Last, but not least, CODESRIA also positioned itself from the outset to facilitate exchanges between the African scholarly community and the rest of the global community of scholars, and to project African scholarly voices to the global stage, a role that the Council has also been playing in various ways.

Research Agenda Setting and Strategic Planning

8. Strategic planning is now part of CODESRIA's institutional culture. For a time, the identification of priorities for research and institutional development was carried out by the General Assembly, and the Secretariat, under the guidance of the Executive Committee, developed programs for the Council based on the priorities identified by the General Assembly. The process was later improved with the preparation of proper strategic planning documents. The

last strategic plan covered the period 2007-2011, but it was part of the efforts to realize a 25-year vision for CODESRIA.

The Strategic Plan for 2007-2011 under the theme: *Re-Thinking Development and Reviving Development Thinking in Africa* was developed after the publication of the report of the external evaluation of CODESRIA and its activities from 2000 to 2006 commissioned by Sida and NORAD. The evaluation report, published in 2007, presented a comprehensive review of CODESRIA's programs and its governance system, paying particular attention to the efficiency with which it responds to the needs of the community of scholars. Recommendations included greater decentralization, and the need to explore ways of publishing research results much more quickly than was being done during the 2000-2006 period, while raising the standards and quality of the publications to higher levels. Program delivery, more generally, and communications were also highlighted as important areas for the Council to focus efforts of improvement. These concerns were also at the heart of the 2007-2011 Strategic Plan and a lot has been done during the last five years to address them.

9. The recommendations of the 2007 evaluation team were taken into account in the program document for the 2008-2011 period, and all of them have been implemented, fully or at least partially. Some recommendations were successfully implemented (e.g. communications and the use of modern techniques of communication to disseminate scientific information—through the web). Others were implemented but without succeeding in completely eradicating the problems. For instance, many things have been tried to bring all CODESRIA journals up-to-date, and to publish books and journals much more rapidly. The main difficulty is to get manuscripts peer-reviewed in a timely manner: great efforts have been made to identify more peer-reviewers, and to get some of the peer reviewers to agree to review several manuscripts. The incentive system associated with the peer review process was also re-examined, and improved. Co-publishing arrangements exist, and have helped increase and speed up book production. However, the number of manuscripts to be reviewed is still large, as more manuscripts keep flowing in. The fact of the matter is that the African social science community has grown and is very productive. CODESRIA's own programs have also increased tremendously, and CODESRIA itself is producing a large number of manuscripts. There is therefore a need for a qualitative leap forward, or a major shift in the way publications are produced, and this is one of the challenges the new Plan will be addressing.

10. Preparations for this new strategic plan began way back in 2009, with a brainstorming workshop on New Directions and Priorities for Research, held in the context of the transition that had just occurred at the level of the Secretariat.[1] In July 2011, the Executive and Scientific Committees held a one-day joint workshop on the priorities for the 2012-2016 strategic plan period. This was followed by a two-day Secretariat retreat in August 2011 so as to further reflect on the medium and long term research and institutional development priorities of the Council.[2] The theme of the 13th General Assembly of CODESRIA (held in Rabat, Morocco, in December 2011) was: *Africa and*

the Challenges of the 21st Century, with a particular focus on constraints and opportunities. Most of what would be the strategic issues for research over the coming years were discussed at the Assembly.[3] CODESRIA also went through an evaluation process during the first few months of 2012. Although the main focus of the evaluation was the 2007-2011 period, the evaluation dealt with a number of strategic issues that CODESRIA has been trying to address over the years. The 2012 evaluation report therefore served as a kind of baseline for a new strategic plan, and the recommendations contained in the report have been taken into account. The planning process was concluded in June 2012, when the Executive and Scientific Committees and the Secretariat were joined by several other members of CODESRIA who had in the past played leading roles in the governance and scientific life of the Council in a final workshop in Dakar.

The 25-year (2007-2032) vision that guides this strategic plan (covering the period from 2012 to 2016) is that of a CODESRIA that is in the premier league of social science research institutions not only of Africa, but also of the world.

Changing Context, Strengths, Challenges and Opportunities

Changing Context

11. The problems that those who met in 1973 to set up CODESRIA tried to address through research were those of the absence of freedom for Africa, the poverty, dependence and low level of development of the continent and, as a consequence of these problems, the marginalization of Africa and Africans (including the scholarly community), in global affairs. All of these were largely due to the centuries of domination and plunder that Africa had been subjected to through colonialism, trade (including trade in humans), and other mechanisms through which natural, human and intellectual resources of the continent were taken away, forcefully or otherwise, thus leaving the continent's people poorer, poorly governed, and deprived of independence and freedom. Policy making for development, regional integration, greater freedom and international presence was not only difficult, but also not really informed by African research. Many of the leading higher education institutions such as Dakar University and Makerere University had hardly ceased to become extensions of French and British universities, and the curricula and research were dominated by Western paradigms, concepts and theories. African scholarly voices were hardly audible at the global level. The geopolitical fragmentation of Africa, together with the multiplicity of boundaries of a geopolitical, linguistic and disciplinary nature, made it impossible for there to be a an integrated, self-aware, pan-African scholarly community that could effectively produce knowledge and interpret social realities in Africa and in the world around us from African perspectives, and inform public decision making (including at the regional level) with the research it is doing.

12. The context in which CODESRIA will be celebrating its 40th anniversary (in 2013) is characterized by a number of contrasting phenomena and contradictory trends indicating both the persistence of huge challenges and the emergence of new ones on the one hand and, on the other hand, many positive developments and the availability of many opportunities.

13. Internationalization in higher education (HE), and the infusion of a market logic in the sector, the commoditization of higher education services, and the marketization of the social sciences themselves have reached unprecedented levels (Zeleza 2012); the gulf between world class universities and the vast majority of the universities in Africa – whose numbers are growing very rapidly with the creation of hundreds of new public and private universities – is huge.

As leading universities such as Harvard and Oxford are trying to find ways of consolidating their positions at the top of the global HE pyramid in the face of China's attempts to 'buy' the best professors and researchers for its universities, the risk that many African universities will become mere consumers of course modules and course materials developed elsewhere is very real (Mustapha 2012). This poses enormous challenges for social science research in Africa, and for CODESRIA in particular; one possible consequence is a widening of the 'knowledge divides' highlighted in the World Social Science Report (2010).

14. The African community of scholars has grown, with a much broader and more diversified institutional base that includes many more public and private universities and other research institutions, but also more think tanks and research networks; and many more researchers and public intellectuals. Beyond the numbers, the African social research community is also more self-aware, more self-confident, and less 'defensive' in its relationship with the rest of the global scholarly community (Mkandawire 1997; Macamo 2009);it has succeeded in 'bringing the production of knowledge about Africa back into the continent' (Boulaga 2009) and, in so doing, the division of labour once criticized by Paulin Hountondji that pitched empirical material collected in Africa against theorizing carried out in Europe has been made to loosen its grip on African studies. Many African scholars established themselves in the eighties as competent theoreticians and are widely quoted in relevant fields (Macamo 2009). However, the dominant epistemological order still favours Western scholars and the study of Africa (including by African scholars themselves) is still dominated by theories and paradigms developed in Europe and North America (Mudimbe 1994; Zeleza 2006). Furthermore, as some of the 'competent theoreticians' from Africa are nearing retirement, the emergence of new 'competent theoreticians' has been more difficult, partly because many African universities are struggling to maintain high standards despite the massification, loss of good academic staff to the rising numbers of private universities, brain drain, the consultancy syndrome, and lack of resources for academic research.

15. Africa is a politically fragmented continent in which the institutions of many of the states are, in some strands of the literature, classified as 'fragile'[4]. The splitting of Mali into two during the first quarter of 2012 and occupation of more than half of its territory by forces whose commitment to democracy or to the territorial integrity of the country is questionable, the conflicts in Darfur, the Democratic Republic of Congo, Cote d'Ivoire and in other countries are all indications of political fragmentation, itself often being a consequence of the denial of the rights and freedoms and insecurity of citizens.

16. What Mkandawire calls the 'unholy trinity of poverty, ignorance and disease' (Mkandawire 2011) that all African nationalists have been seeking to eliminate is still a major challenge. Decades of structural adjustment and neoliberal globalization have significantly reduced the developmental role of African institutions, particularly the African state, and liberalized trade in ways that make the prospects for industrial development seem dimmer. The extreme vulnerability to global and local hazards that Africa is facing; and the asymmetries in power, wealth and influence make the challenge, for African

countries, of having to develop under less than optimal global conditions no less formidable today than nearly 40 years ago.

17. We live in what Amin calls a 'polycentric' or 'multi-polar' world (emergence of the BRICS etc., see Amin 2009; & Amin 2011), a world that is very different from the world of the Cold War years. Some of the emerging powers are actively engaged in what has been called a 'new scramble' for Africa and African land, mineral, and intellectual resources; at the same time, the engagement of China, and the BRICS with Africa has also created policy space and led to the significant developments in infrastructure that have been going on over the last ten to twelve years.

18. Climate change is a major global challenge; responses to the challenge have however also entailed the commoditisation of part of the commons, such as forests, and transfer of costs to the South, paying little attention to issues of sustainability and the involvement of local communities in the South in the programmes that are supposed to mitigate the adverse effects of climate change. Furthermore, the 'knowledge divides' that were highlighted in the 2010 World Social Science Report (WSSR 2010) and the fragmentation of research in Africa, mean very unequal capacities for the sciences to address challenges such as global environmental change; the social sciences and humanities being less favoured by the policymakers, and among the social sciences and humanities, certain disciplines are at a real disadvantage.

19. However, since the beginning of the New Millennium, African economies have also been among the fastest growing economies in the world (UNCTAD Economic Development in Africa report 2012; UNECA-AU 2012; IIAG Report 2010). There has been significant progress made in terms of infrastructure development and provision of education and health services; life expectancy has been increasing. There are also many positive new developments in and around the African Union (AU), and the African Regional Economic Communities (RECs), indicating awareness of the need for, and renewed interest in moving towards greater regional integration. There has also been great progress towards the institution or consolidation of democratic governance (the Arab Spring; Ghana; Senegal; South Africa; Botswana etc.) and, in a few cases even, democratic and developmental governance (as in Cape Verde and Mauritius). Growing citizen awareness and engagement, particularly of the youth, as could be seen in movements ranging from the Arab Spring, to the *Y'en a Marre!* [We are Fed Up!] movement led by young rap musicians and journalists that played a major role in the struggles for peaceful and democratic change in Senegal in 2011 and 2012. The ICT revolution and the creative use of new technologies and social media in trade, industrial and agricultural development, research, teaching, etc. and in social and political action have also created new opportunities for research in and on Africa.

The context is therefore, in the second decade of the 21st century, very different from that of the early seventies when CODESRIA was born; there are new kinds of challenges and opportunities that call for a reinterpretation of the CODESRIA mandate.

Strengths and Opportunities

20. The existence of CODESRIA is as justified today as it was when the Council was established. If anything, the new challenges that have emerged make the need for a robust pan-African social science research council and a networked research community that transcends disciplinary, linguistic, gender, generational, regional and other barriers to knowledge production as important for the African social science research community today as it ever was. The history of CODESRIA is part and parcel of the history of higher education and research in Africa. From a handful of universities, most of which were extensions of, or affiliated to, French and British universities at the time of independence, there are now thousands of higher education and research institutions in Africa. The research community itself has grown and become much more complex in its composition. These developments have been extensively researched and debated in CODESRIA, particularly in the CODESRIA *Journal of Higher Education in* Africa, and in several books on African universities (Olukoshi & Zeleza 2004; Assie-Lumumba 2006; Zeleza 2006; Sall 2002); they present major challenges to CODESRIA, but they also represent opportunities for the advancement of the social sciences and humanities in Africa, and for CODESRIA in particular.

21. Over the years, CODESRIA itself has also grown and gone through a deep transformation that, in effect, is a demonstration of its relevance and its capacity to adapt and renew itself, and renew its programmes and operational mechanisms. The CODESRIA journey has, of course, not been smooth all the way. The Council has also had, on a few occasions, to live through difficult times. The turn of the Millennium was one such period, which was followed by a period of recovery, consolidation and renewal. The last five years have been years of further consolidation and renewal for CODESRIA, following the recommendations of the 2007 evaluation report, as well as those of participants in strategic planning and brainstorming workshops involving groups of carefully selected CODESRIA members and friends of CODESRIA. It was also during these years that the world was shaken by a financial crisis whose repercussions were felt by all African countries, and by the research community itself. The crisis therefore became a major issue for both research and policy that CODESRIA has tried to address in various ways.

Stages in CODESRIA's Development

22. CODESRIA was first a council of directors of social science research centres and institutes in Africa. Membership was later extended to deans of social science and humanities faculties of African universities. Until 1992, when the 7th General Assembly amended the Charter to allow individual membership, CODESRIA membership was exclusively institutional. The amendment of the Charter in 1992 to allow for individual membership of CODESRIA, i.e. the broadening of the constituency and the membership of CODESRIA, was a reflection of the growth and diversity of the social science research community, and the multiplicity of sites of knowledge production as well as the mobility of the researchers.

23. The 7th General Assembly also changed the name of the Council from *Council for the Development of Economic and Social Research in Africa* to *Council for the Development of Social Science Research in Africa,* in acknowledgement of the importance of covering all the social and human sciences if there is to be a comprehensive and nuanced understanding of social realities and development challenges.

24. From the start, basic research was chosen to be the main form of research that CODESRIA engages in. However, policy-oriented research gradually became more important in CODESRIA programming. Over the years, research themes and the range of potential users and audiences of research have also become much more diversified, and the near exclusive focus on issues related to the State, both as a research object and as a potential user of research, gradually shifted as the demand for research-based explanations of the challenges and complexities associated with globalization, governance and development emanating from social movements and civil society actors became more pressing. The range of issues covered by the 2007-2011 Strategic Plan is a good illustration of the different ways in which CODESRIA has been trying to respond to the complex demands coming from its various constituencies.

25. From within the research community itself, new generations of researchers have been emerging (Mkandawire 1995). The third and fourth generations of scholars have been joining CODESRIA programmes in growing numbers. Attending to the needs of the new generations of researchers has increasingly been in the form of training for research, as a result of the crisis of higher education and the depreciation of the quality of research training given by many of the universities. One impact of the crisis of higher education in Africa has been the weakening and impoverishment of research and of outputs from research. CODESRIA's research training programmes (summer institutes; methodology and writing workshops; small grants for thesis writing etc.) have therefore been among the Council's fastest growing programmes, partly in response to the growing demand for training and mentoring from the third and fourth generations of scholars.

26. The younger generations of researchers are part of the African youth who form the most dynamic sections of African societies. Africa, it should be recalled, is a continent where two thirds of the population are below 30 years of age. A number of CODESRIA programmes, particularly the Child and Youth Studies Programme, are designed to study the social and political dynamics in which the children and youth of Africa are engaged. The Arab Spring mentioned above is an illustration of the centrality of the youth in African governance and development.

27. Addressing the policy challenges of the African continent directly has also been a key concern for CODESRIA. However, it is in the New Millennium that the effort to engage the policy communities became more important, and more systematic. This came at a time when the social sciences were increasingly challenged to demonstrate their 'relevance' (that was mainly defined in market terms), and when major shifts were also going on in the donor community. Some of the research programmes (e.g. the Consortium for Development Partnerships, the Responsive Forest Governance Initiative, the Social Science

and HIV/AIDS Programme, and the Governance Monitoring Programme) were designed with policy questions in mind. Research and policy dialogue seminars and conferences are also regularly organized to discuss issues ranging from corruption to China-Africa relations.

Outcomes of the 2007-2011 Strategic Plan

28. The main objective of the Strategic Plan for 2007-2011 was to move CODESRIA forward, towards achieving its goal of becoming one of the top class social science research institutions in the world. The research part of the Plan was under the umbrella theme of *Re-thinking Development and Reviving Development Thinking in Africa.* Research training and capacity enhancement were geared towards enabling various sections of the CODESRIA community (particularly the younger generations of scholars) to participate in the re-thinking of development and revival of development thinking, particularly through greater mastery of social science concepts, theories, and paradigms, and of social science research methodologies, scholarly writing skills, etc. and encouragement to engage in critical thinking.

29. During the Plan period, a broad range of new and 'old' research themes were explored, dominant theories and paradigms challenged, and serious attempts made to begin to systematize and highlight Africa's contribution to the development of the social sciences and humanities in Africa. Diagne's *L'encre des savants* is the most recent output of this effort (Diagne 2012). The 2008-2011 Programmatic Cycle was, in effect, an operationalisation of the 2007-2011 Strategic Plan through the launching of programmes and projects in the main areas of activity of the Council: research, research training and capacity enhancement, scholarly publishing, and dissemination. Part of this was done in partnership with other institutions of the Global South or of the North.

30. Many working groups and networks were launched, and those launched under the previous plan were able to complete their work. Hundreds of young scholars benefitted from the research training programmes. Hundreds of publications were produced and an average of 10,000 copies of these publications were sent to university and public libraries around Africa, which was great support to the universities where the publications were read by students and researchers, and used as course material. The CODESRIA website was revamped and used as an effective vehicle for dissemination, and communication with the public and the use of new, internet based social media have led to an extension of both the reach and level of engagement that CODESRIA has with the research community and the potential users of research. This is well documented in the report of the 2012 evaluation, the report of a study on the impact of CODESRIA training programmes,[5] and CODESRIA featured among the best five think tanks of Africa, the top 30 international development think tanks, and the top 30 think tanks that made the best use of the internet and social media to disseminate scientific information and engage the public.

Recommendations of the 2012 Evaluation

31. The report of the 2012 evaluation emphasized the need for the future strategic plans to have a smaller number of achievable objectives. The 2012 evaluation also underscored the importance for CODESRIA to 'rationalize' its research programme; '*develop its current brief, but excellent research monitoring procedure into a full-fledged Research Monitoring and Evaluation Policy, and integrate it into its existing Research Policy*' (Salih & Rasheed 2012)*;* continue improving its training programmes; find ways of speeding up the publication of CODESRIA journals and books, and think about ways of maximizing the positive outcomes/impact that CODESRIA research can have not only on teaching and on scholarly debates, but also on policy processes, and how it can be of use to movements for social, gender and ecological justice: '*CODESRIA should reflect [on] valorisation as an important part of its strategic objectives and research-policy interfaces, focusing and targeting and engaging regional, sub-regional, multilateral and civil society and NGOs – with a programme and deliberately and systematically focusing on them.*'(Salih & Rasheed 2012).Lastly, the evaluation team recommended that CODESRIA re-thinks the role of its Scientific Committee, and considers making the latter play a more important quality assurance role.

The new strategic plan takes on board these recommendations.

Strategic Priorities for 2012-2016

32. The conclusions of the brainstorming workshops, retreats, General Assembly discussions, external evaluation, and auto-evaluation processes highlight the strategic priorities of CODESRIA for the coming years. These priorities have been identified taking into account the context, the road travelled by CODESRIA so far, and the strategic vision presented above.

33. The context in which the new strategic plan will be implemented is one characterized by neoliberal globalization; the emergence of a multi-polar world; the ICT revolution; the arrival of the BRICS in the global scene; and the new forms that the scramble for Africa has taken (a scramble for natural - including forest, land and mineral – resources, and markets). It is also characterized by greater global recognition of the magnitude of the challenge of climate change; the growth and diversification of the numbers of the higher education and research institutions around the world, and within Africa itself (to illustrate: in the Democratic Republic of Congo alone, there are now more than 1,000 universities!). In addition there is renewed interest in, and many new initiatives taken by the African Union and the Regional Economic Communities of Africa that are geared towards regional integration; and so forth.

34. Many of the problems of Africa and of the world, and those of the social sciences and humanities that CODESRIA was set up to address, are therefore still with us - although the ways in which they manifest themselves have changed, and new developments have contributed towards making those problems more complex. Africa is still geopolitically fragmented, despite the progress towards regional integration being made at the level of the African Union (which is spearheading the creation of many pan-African institutions, including a pan-African court (the African Court of Human and Peoples' Rights), and a Pan-African University, adopting charters, etc.), and by some RECs. Africa's weight in matters of global governance is not very significant; it is at the margins of global trade and is home to the largest numbers of refugees and displaced peoples, and of least developed countries (LDCs). Also rapid urbanization has not always led to improvements in the lives of ordinary people; most African economies are still characterised by extroversion and the export of primary commodities with little local value addition; and the contribution of Africa towards the solution of global problems such as climate change does not receive the acknowledgement that it deserves. The many positive developments such as the progress towards the consolidation of democratic governance systems are not irreversible, the growth witnessed in recent years is often narrowly based and not producing enough jobs.

35. Indeed, the 'knowledge divides' that the 2010 edition of the World Social Science Report focuses on are a reality of today's world. African universities do not feature prominently in the global rankings of universities, and knowledge produced by Africa, even allowing for the under-counting it suffers from, is marginal in terms of the volume; African policy makers tend to underutilize African research in making policies, or when entering into partnership agreements with other countries and regions of the world; the African knowledge systems are still fragmented not only along disciplinary and linguistic lines, but also along 'Europhone'/'non-Europhone' lines, endogenous/non-endogenous knowledge, etc. Our universities have extremely few research centres that are designed to enable African scholars to study other regions and countries of the world; i.e. be in a position to build knowledge on China, India, Brazil, Europe, the United States etc. so that African policy communities, traders and investors can have a body of knowledge about their trade and development cooperation partners within Africa to rely on, and to identify opportunities and challenges associated with global trends, etc.

36. There have been many attempts to nurture new generations of researchers and address the problems of the fourth and fifth generations of scholars; many initiatives are aimed at addressing the problems of PhD training in Africa; these include new initiatives such as the creation of research schools, *ecoles doctorales*, African Doctoral Academies, collaborative initiatives to develop PhD programmes based on course work; higher education leadership programmes, and a Charter for the Humanities and Social sciences for South Africa. CODESRIA, in the next five years, will have to find ways of taking into account these initiatives, create partnerships, and imagine new ways of helping this process—which is a process of renewal going on in the African higher education and research systems—to move forward.

37. After several decades of research, publishing, and institutional development, consolidation and renewal, there is a widely shared feeling among African scholars that CODESRIA is probably on the threshold of a major qualitative leap forward, the ultimate objective being, with effect from the 2007-2011 strategic plan, to put CODESRIA on the path towards joining the premier league of social research institutions in the world. The 2012-2016 strategic plan is a continuation of the shift that began in 2007, and it is important in terms of what is considered to be the major epistemological challenges to be addressed, the kind of programmes to be launched, and the organizational development that the Council should be going though.

38. The conclusions of the 2009 brainstorming workshop and the 2012 strategic planning workshop include the following:

   • CODESRIA has succeeded in not only forming a vibrant epistemic community (Manuh 2009), but also in repatriating scholarship on Africa, and in shifting the centre of gravity in the study of Africa back into the continent (Boulaga 2009); the main epistemological challenge now is to approach the study of Africa as part of the process of globalizing knowledge (Macamo 2009); at the same time, CODESRIA should work towards building a strong knowledge base on other regions of the world, particularly the emerging powers (Cruz e Silva 2009).

- CODESRIA has succeeded as a research and knowledge producing institution; it now should evolve towards becoming a proper 'think tank'; i.e. be the source of and platform for developing and spreading big ideas (including policy recommendations) related to African governance and development, proposing alternative ways of addressing governance, development, peace, security, and international relations of Africa etc. (Amin 2012; Lopes 2012). CODESRIA has helped not only keeping academic research on the African continent growing at a time when higher education and university-based research were in deep crisis, it has also developed research training programmes to make up for the deficiencies that emanate from the crisis that many African universities were in. The Council now needs to devolve some of the activities that it has been carrying out to those of the universities that have demonstrated their capacity and commitment to continue those programmes, and move on to new ways of nurturing the next generation of scholars, and new generations of higher education and research leaders in Africa.

- CODESRIA has been promoting social research, trying to rescue certain disciplines (such as history), some academic journals, and helped in keeping certain research centres going as part of its efforts to strengthen the institutional bases for knowledge production in Africa. Certain disciplines, such as history, are still at risk and need support (Diouf 2009; Jeppie 2009). However, the Council should now move towards assuming the role of the continental standard bearer for the social sciences and humanities, and the upholder of ethics; with the extremely rapid increase in the numbers and diversification of higher education and research institutions assuming such a role becomes even more important. It is also in this context that the efforts to develop a yardstick for measuring quality and relevance, such as an African indexation system, ought to be pursued. Strengthening the monitoring, evaluation and quality assurance systems has also become a necessity.

- The expansion of the programme portfolio and the increase in the size of the annual budget of CODESRIA has led to increased professionalization of the administration, and of activities such as publications and communications. That process should be generalized and taken to higher levels, partly through the professionalization of more key positions in the CODESRIA Secretariat so as to make CODESRIA more agile and responsive to the demands of the community of scholars, but also to demands coming from policy makers and civil society, and enhance its capacity to anticipate developments and be proactive, particularly in engaging policy makers and the public. The move towards making the Publications Programme more autonomous so as to function in ways that can help speed up the publication process and shorten the time it takes for CODESRIA books and journals to come out, needs to continue.

- CODESRIA should establish a strong endowment fund as a way of establishing a secure base for its finances.

Main Strategic Objectives and Expected Outcomes

Our vision of CODESRIA is that of a continental research council that is in the premier league of social science research councils of this world, and at the same time the leading knowledge producer and think tank of Africa, on African and global issues.

Main Objective

39. The main strategic objective of the 2012-2016 Strategic Plan is to make the social sciences and humanities in Africa address developments such as those discussed above and rise to be among the most advanced in the world. CODESRIA as an institution should join the premier league of research councils of the world, and at the same time become *the* institution that African policy makers and civil society, and all those seeking to work with Africa, would prefer to call upon or work with.

40. In the long march towards the realization of these strategic objectives, CODESRIA research must, in the next five years, focus on a limited number of extremely important issues (the Executive and Scientific Committees have identified 13 themes that have been collapsed into a much smaller number). CODESRIA will also re-calibrate its research training programme to put the emphasis on upstream initiatives that have a potential for important positive multiplier effects on the entire community (e.g. training trainers; refresher courses for lecturers, and senior lecturers; programmes targeting senior fellows, etc.), while still, in a carefully targeted manner, addressing the needs of the next generation of great scholars. In addition CODESRIA will find ways of revolutionizing its publications programme and developing modern, innovative dissemination mechanisms that would raise African scholarly publications to the premier league of academic publications, while bringing research to policy and to public issues. This would also mean entering into strategic partnerships with institutions and sister organizations in the Global South and in the North that share the objectives of not only taking the social sciences to higher levels of quality and relevance, but also making them serve the social movements and policy communities of the South.

41. In the next five years, therefore, CODESRIA should reach a much higher level of performance in terms of the quality of its research, research training, publications, dissemination and policy dialogue activities, and its institutional development. CODESRIA will also seek to take its institutional development to a higher level in order to not only adapt to the changing contexts, but also to

be able to anticipate some of the developments that might arise, and still be responsive, and accountable to its constituencies. The Council will further consolidate its resource base, decentralize further, and devolve more activities to the universities and other institutions as it moves onto other kinds of engagement with the community.

42. By the end of the Strategic Plan Period, it is expected that:

  • Cutting edge research in the social sciences and humanities in Africa would have produced new knowledge on issues such as globalization; climate change; regional integration; the multi-polarization of the world; the BRICS and Africa; processes of impoverishment and wealth making; and institutions and governance, etc.

  • African intellectuals and African scholarly publications will be widely cited, highly appreciated, highly visible and easily accessible within and outside Africa.

  • CODESRIA will be in the premier league of social science research institutions of the world, and will be seen to be the leading think tank of Africa, on African and global development issues.

  • CODESRIA will become one of the scholarly institutions that has the best governance systems; an institution that is responsive, and accountable to its members, donors and other stakeholders, and has a solid and very secure resource base.

Specific Objectives

43. The Specific Objectives are the following:

  • CODESRIA research is cutting edge, informed by African realities, and addresses all the key issues in African governance, development and presence in the world.

  • CODESRIA continues to contribute to the nurturing of the next generation in a culture of scientific excellence, respect for ethics, academic freedom, and social responsibility.

  • CODESRIA publications (peer reviewed journals, books, monographs, working and occasional papers, and policy briefs) are produced in a timely manner, are of high scientific quality and/or policy relevance, and are widely disseminated around Africa and in other parts of the world.

  • CODESRIA projects African voices both within Africa and on the global stage, and brings research to public issues, and CODESRIA research is used by decision makers, civil society, international organizations and the private sector.

  • CODESRIA works closely with African universities, and the Pan African University of the African Union, as well as with other pan-African social science research organizations and professional associations such as the African Research Council when it begins its work, and African think tanks; existing South-South, South-North, and South-North-South partnerships

will be strengthened and others established as necessary. CODESRIA will also strengthen its relations with the AU, African RECS, individual African governments, and civil society organizations and networks, and reach out to African parliaments with a view to building strong partnerships with them.

• CODESRIA becomes *the* African social science information system, and *the* African platform where ideas formulated and pathways for responding to the big issues facing Africa are mapped out.

• CODESRIA as an institution is governed in modern, democratic, transparent and accountable ways.

• Sustainability issues will also be addressed; the resource base will be broadened and diversified; the CODESRIA Endowment Fund will be legally registered, and a campaign to get as many contributions as possible will be launched; CODESRIA will also pursue its efforts to get a new and more spacious headquarters building in Dakar.

In order to achieve these objectives, CODESRIA will launch activities in the following areas:

Research; research training; publishing; dissemination; creating platforms, reaching out to policy communities, social movements; setting standards, labelling; promoting intellectual freedom and social responsibility; and institutional development.

Research

Main Objective: Ensure that CODESRIA research is cutting edge, informed by African realities, and addresses key issues in African governance, development, as well as issues related to Africa's presence in the world.

44. Development remains a key concept in the thinking on social transformation that translates into greater freedom and enhanced well-being of the peoples of Africa. The understanding of development that has now become widely shared among members of the CODESRIA and African research community is the result of a combination of post-structuralist, ecological, gender and southern critiques of the dominant modernization and development paradigms, and years of re-thinking development both as a concept and as a socio-historical process. As Amin has argued, development, for us, is not so much about 'catching up', but 'an invention of another kind (…), a process of inventing a new civilization' (Amin 2007), a civilization that is founded on core universal values, and is necessarily human and humane, democratic, 'ecological' (Wen 2011), and based on rights, justice and equity, particularly gender justice and equity. Put differently, development is 'a response to the many challenges the continent has faced over the years and still faces today' (Mkandawire 2011).

45. However, there has also been, and there still is today, a widely shared conviction among African nationalists, scholars, policymakers and activists, from the early days of independence to now, that in the search for responses to the many challenges facing Africa, *time* is of essence; i.e. that the responses have to be found *urgently*. In a speech he gave in the early sixties, Mwalimu Nyerere said that Tanzanians and other Africans 'have to hurry up'; Nyerere is also quoted saying that Africa will have to 'run while others walk' (cited in Mkandawire 2011). This contrasts with the notions that 'there are no shortcuts to progress' (Hyden 1983), and 'no short-cuts to democracy' (Copans 1990). The Burkinabé historian Joseph Ki-Zerbo also reminded us more than two decades ago that there is no 'ready-made development' ('*développement clefs-en-main*') that could be bought or easily transferred from one part of the world to another, and that the key to development is in the people, their cultures, values and worldviews ('*développement clefs-en*-tete'; Ki-Zerbo 1990). However, the encounter with the West made many people in Africa aware of the existence of a big 'technological' gap between the West and Africa.[6]

46. The great fascination with China and Brazil that exists today among many African scholars, policy makers and development practitioners is partly due to the fact that China (and, to a lesser extent, Brazil and Turkey) seems to have found the answers to some of the problems of mass poverty and development that Africa is facing and, in the process, demonstrated that it is indeed possible to accelerate the development process. Therefore the research that CODESRIA will seek to promote over the next five to ten years will, among other things, seek to highlight the challenges associated with on-going attempts to, as well as to find alternative pathways, 'speed up' the social transformation and development processes, and 'move Africa out of the margins or periphery onto the centre stage in matters of global trade, knowledge production, development and global governance' (Sall 2012), without compromising the rights and core universal principles and values mentioned above. CODESRIA will also encourage research on continental and regional integration processes, given the importance that various African policy communities attach to these issues.

47. Some of the recently launched CODESRIA programmes, such as the Responsive Forest Governance Initiative, the Multinational Working Group on Land Grabbing and Food Sovereignty, Comparative Research networks on water in the Sahel, etc. and the launching of a *Forum of African Research Institutions and Think Tanks for the Study of China and China-Africa Relations*, that CODESRIA is coordinating and hosting, are all part of the effort to continue the reflection on development understood as a process of 'inventing a new civilization' (Amin 2007), and on the possible pathways towards building that new civilization in a timely manner. Under the framework of the new strategic plan, research will seek to uncover and understand the strategies for developing Africa in sustainable, ecologically and gender balanced ways through which citizens become empowered, and states become capable and effective (Olukoshi, Ouedraogo & Sall 2010).

48. The following themes and sets of issues were identified during the various preparatory workshops and meetings held during the period between July 2009 and June 2012, and during the 13th General Assembly of CODESRIA as themes and issues on which CODESRIA research should focus:

    • **Higher Education, ICT and Internationalization**: the changing landscape of higher education and research; internationalization in HE and the consequences for, and responses from, African universities; emerging trends, increasing institutional diversity and disparities, and the challenges of and opportunities for building higher education spaces at the sub-regional and continental levels in Africa; ICT and how it is changing the way we study, teach, do research, trade, practice medicine, engage in politics, etc.; neo-liberalism, its evolution and African responses to it.

    • **Climate Change, Resources and Development**: how climate change is both a result of, and impacts, on environmental governance; the politics of and social dynamics around adaptation to, mitigation of, and other kinds of responses to climate change; water, mineral resources, forest resources, etc.; the new scramble for African resources; agrarian transformation and agricultural development; value addition and industrial development.

- **Politics and Governance**: human rights; citizenship; social movements and new forms of civic engagement; peace, security and rule of law.

- **Gender, Youth, Culture and Transformative Social Policy**

- **Regional and Continental Integration, Mobility and the African Diaspora**

- **Knowing and Engaging the Rest of the World**: African encounters with the global system; the study of other regions of the world (NB: the knowledge based on China, India, Brazil and the other emerging powers that exists within Africa is very thin);South-South relations; the emerging powers; and the comparative study of historical experiences of development and governance.

- **Thinking About the Future**: prospective studies; planning, and ways of dealing with uncertainty in Africa.

49. These themes and sets of issues form the core of the research agenda for CODESRIA under the 2012-2016 Strategic Plan. They are the main themes around which the main research programmes will be developed. On-going research programmes on higher education leadership, gender, children and youth, environmental politics and governance, etc. will be revamped and new ones developed. Many of the research vehicles (such as the national and multinational working groups and comparative research networks) will be improved and maintained, but there will also be new kinds of research activities. Part of this agenda will also be implemented through the creation of CODESRIA Research Chairs in collaboration with carefully selected African universities, and with institutions such as the National Research Foundation of South Africa that has already established more than 100 endowed research chairs in South African universities; CODESRIA-NRF collaboration could lead to the improvement, where that is necessary, and extension of the model to other universities around Africa. South-South and North-South collaborations will also remain important ways of implementing part of this agenda.

Research Training

Main Objectives: CODESRIA contributes to the nurturing of the next generation in a culture of scientific excellence, respect for ethics, academic freedom, social responsibility; enables senior scholars to write authoritative journal articles and books; helps strengthen the institutional basis for research.

50. The challenge of nurturing new generations of scholars has been extensively discussed over the past ten to fifteen years. The new developments include: i) the proliferation of private universities that have outnumbered the public universities and, although they have broadened access to higher education, continue to make the upholding of high academic standards in the public universities very difficult; ii) the determination of some African governments (South Africa and Ethiopia are good examples) to dramatically increase the numbers of PhDs produced by their universities; iii) the increase in the number

and diversification of the responses to the crisis of higher education, and attempts to strengthen PhD programmes:

i)   The 'doctoral schools' ('*écoles doctorales*') in francophone countries;

ii)   The African Doctoral Academy at Stellenbosch University;

iii)   OSSREA's Research School linking eight African universities;

iv)   The Adoption of a Charter for the Humanities and Social Sciences by the South African Ministry of Higher Education that is really about strengthening higher education and social research in South African universities;

v)   SANPAD's pre-PhD and PhD training programmes and writing workshops;

vi)   Attempts to build strong doctoral programmes based on course work at Makerere, Addis Ababa University, etc.;

vii)   The DfID-funded PASGR based in Nairobi has also begun organizing training programmes for young scholars;

viii)   The American Political Science Association (APSA) has been, for the past four years, organizing training workshops for post-graduate political science students in Africa every year.

51. 'Older' initiatives such as CODESRIA's research training programmes (including summer institutes, small grants for thesis writing, faculty seminars, methodology and scholarly writing workshops, text book programme, training trainers etc.), and the AERC's joint MA and PhD programmes in economics, are also still going on. In fact, one good indication of the success and continued relevance of CODESRIA's programmes is the fact that they are still being replicated by several other institutions. Furthermore, although it is not focusing exclusively at the PhD level, the Pan African University and its programmes will be a good addition to the efforts to address the problems of the new generation of scholars. A number of universities have also become much stronger than they were during the years of higher education crisis, and a few private universities are also doing very well.

52. All these initiatives are useful. However, the demand is so high that nothing short of the full revival of the research university in Africa can fully address the problems of research training on the continent. As was the case under the previous strategic plan, CODESRIA will, in the next five years, continue those of its programmes that strengthen and complement the PhD programmes of African universities, work with those of the new initiatives that are pursuing similar objectives, and develop new ones. The devolution of some of the training programmes to African universities is part of the same process.

53. Beyond the numbers of PhDs produced by African universities and the completion rates, the issue of the rehabilitation of academic research and the capacity to frame good research questions seem to be the most critical one. The need to bridge the gaps between research and writing (Mamdani 2009), and between research and teaching are also critical. Under this Strategic

Plan, CODESRIA will therefore concentrate its research training activities in three areas:

i) Preparing and nurturing the next generation of scholars

ii) Enhancing the capacities of senior scholars

iii) Strengthening the institutional bases for research and revitalizing academic cultures

The following initiatives will therefore be among those to be launched:

- Supporting PhD and PhD-supervisor training—the Small Grants for Thesis Writing; one-year scholarships for doctoral and post-doctoral research.

- Training trainers, 'upstream' interventions with great potentials for positive multiplier effects.

- Advanced institutes for research and thinking on African and global issues.

- Programmes for senior academics (residential fellowships, etc.).

- Setting standards, promoting excellence through labelling, awarding CODESRIA prizes.

- The specific programmes and activities to be developed in each one of the three main areas will therefore include many of those that have already been tried and tested, and whose impact on the research capacities and careers of hundreds of African scholars has been proven: the summer institutes on governance; gender; childhoods and 'youthhoods'; health, politics and society; and Afro-Arab Relations (and new institutes will also be developed); the Small Grants for Thesis Writing Programme; the Advanced Research Grants; Training Trainers workshops; scholarly writing workshops; faculty seminars; the textbook programme; the social science campus; etc. Among the new programmes, the College of Mentors will be launched and will take the form of both sub-regional workshops for supervisors of doctoral dissertations, and individualized mentoring of doctoral students by scholars in the African Diaspora, but also non-African scholars who are willing and able to find time to mentor doctoral students enrolled in African universities.

54. CODESRIA will also continue to pay particular attention to disciplines such as history, but also: a) encourage fieldwork, particularly at a time when the tendency to engage in desk studies (that has been reduced to internet based search) is more and more common; and b) further develop the module on the methodological challenges associated with internet-based research that is already being taught in CODESRIA institutes.

Publications, Dissemination and Outreach

Main Objectives: Ensure that CODESRIA publications (peer-reviewed journals, books, monographs, working and occasional papers, and policy briefs) are produced in a timely manner; are among the best social publications in the world; and are widely disseminated, and used for teaching research and policy making purposes around Africa and in other parts of the world.

55. **Publishing** will continue to take both traditional forms and new forms such as electronic publishing (and the production of e-books):

    • Traditional academic publishing, Print-on-Demand (PoD)

    • E-publishing

    • Journal publishing

    The main efforts will however be devoted towards speeding up the production of CODESRIA books and journals, and ensuring prompt and timely publication of manuscripts, i.e. by shortening the time between when a manuscript is submitted to CODESRIA and when it is finally published.

56. **Creating platforms:** Efforts will also be made towards creating or joining existing platforms (JSTOR, Open edition etc.) for disseminating CODESRIA publications. Web-based forms of dissemination, which include full open access to all CODESRIA books and journals has already been a policy since 2010.That policy will be refined and extended, where possible, to publications jointly produced in co-publishing arrangements with commercial scholarly publishing houses; other new forms of dissemination will also be explored.

57. **CODESRIA projects African voices both within Africa and on the global stage, and brings research to public issues,** and CODESRIA research is used by decision makers, civil society, international organizations and the private sector-working with African universities, the Pan African University (PAU) and the African Research Council (ARC), the Association of African Universities (AAU), other pan-African social science research organizations and professional associations, and African think tanks, South-South and South-North but also with the AU, African RECS, the UNECA, the African Development Bank, individual African governments, and civil society organizations.

CODESRIA Becomes the Hub of the African Social Science Information System

58. CODESRIA will work towards becoming the main **African Platform** where ideas formulated and pathways for responding to the big issues facing Africa are mapped out. The efforts to modernize the CODESRIA Documentation and Information Centre (CODICE) will be pursued and, in addition to the traditional library services that CODICE provides and the scientific projects (the Oral Documentation Project, the African Archival Project, and the Profiling of Great African Knowledge Producers) launched under the previous strategic Plan Period, a proper virtual campus will also be developed under CODICE in response to the high demand for books, journal articles and other kinds of course material, and the rising demand for participation in CODESRIA summer institutes, methodology and scholarly writing workshops, etc. coming from African scholars.

Institutional Development

Main Objective: CODESRIA as an institution is governed in modern, democratic, transparent and accountable ways.

59. Principles and Values:
    a. Academic freedom &social responsibility (relevance)
    b. Transparency and accountability
    c. Subsidiarity *vis-a-vis* African universities.

Decentralisation/devolution/coverage/reach

60. These processes, which began under the 2004-2006 and 2007-2011 strategic plans, will be pursued under the new strategic plan. CODESRIA will seek ways of ensuring that it has some kind of physical presence in the different sub-regions of the continent, beyond the creation of National Working Groups and research networks, through the creation of programme hubs, CODESRIA Chairs, and the devolution of certain activities to African universities and research centres.

Re-thinking the structure of the Secretariat; Staffing (including new kinds of officers)

61. The professionalization of the Publications Programme will be continued, and serious efforts made towards making CODESRIA Publications both a respectable brand and an autonomous unit. CODESRIA will also invest in staff training, and purchase modern equipment such as video conferencing facilities, interpreting equipment, and computers.

Partnerships

62. The strategic partnerships that already exist between CODESRIA and CLACSO, APISA IDEAs, HSRC, TWF, TWN, UNISA, the AAU, OSSREA, AAWORD, OSI, and Trust Africa, and with many individual African universities will be strengthened, and extended to include the Pan African University (PAU), the African Research Council (ARC) being built, the Chinese Academic of Social Sciences (CASS), the AERC, the Indian Council of Social Science Research (ICSSR), and the Asian Association of Social Science Research Councils.

    The partnership with AEGIS, ASC (Leiden), NAI (Uppsala), IDS (Sussex), EADI and other Africa studies centres in the North will also be strengthened.

    Strategic partnerships will also be established with the African Union and African RECs such as ECOWAS, SADC, CEMAC, IGAD and the East African Union; there are already very good relations between CODESRIA and the African Union, and with ECOWAS.

    CODESRIA will also develop links with the Pan African Parliament, the ECOWAS parliament, and with individual African parliaments with a view to bringing research to support their activities.

    For the 2012 – 2016 Plan period, therefore, the main objectives will also revolve around the following four areas:
    i)   Renewing internal institutional governance
    ii) Improving services to the CODESRIA membership
    iii) Developing the CODESRIA Endowment Fund
    iv) Keeping overhead costs low

Improving Institutional Governance

63. The CODESRIA governance system has been functioning very well, thanks to successive improvements prompted by periodic governance reviews, and a formidable capacity to engage in self-correction. The latest comprehensive review of the governance of CODESRIA was carried out in 2002. One consequence of that review was the amendment of the CODESRIA Charter in order to make the Scientific Committee a Charter Organ, and to have CODESRIA's not-for-profit status explicitly stated in the Charter. The Council has grown since that review, and the need for the role of the Scientific Committee to be redefined to enable it to play a more active role in the effort to get the social sciences and humanities to engage with old and new global and regional challenges in increasingly innovative ways, has been expressed by several CODESRIA members. Similarly, the organization of the triennial General Assembly also requires new thinking, as technological advances make it possible for voting procedures, for instance, to be improved. During the 2012-2016 strategic plan period, the Executive Committee will therefore set up an internal review committee with a view to identifying aspects of the governance system that might need to be further strengthened or changed. The basic structure of the governance system has however not been questioned, given that it allows for adaptation while ensuring that accountability mechanisms remain strong. Financial controls and the annual auditing of CODESRIA accounts by international audit firms, in particular, have been part of the normal way that CODESRIA has already been operating for several decades.

Membership Services

64. One of the goals we will seek to achieve during the plan period is to build a strong Membership Services Unit within the CODESRIA Secretariat. The Membership Services Unit will be given the resources it needs to enable it to provide excellent services to the members of the Council, and improve communications with the members. There will also be a membership recruitment campaign: CODESRIA needs more members, especially institutional members, and this will be done partly through the outreach programmes. The communications strategy is also aimed at increasing the visibility of CODESRIA. The communication and membership mobilization strategy is also directly linked to the strategy for enhancing the sustainability of CODESRIA and the building of an endowment fund.

Other overhead costs

65. The efforts to keep the running costs of the CODESRIA Secretariat low will be sustained during the new plan period. Minimizing running costs has been quite a challenge given the rise in the cost of living in Dakar (now one of the most expensive cities in Africa). The good thing, however, is the fact that the Council is exempted from paying taxes on goods and services it purchases in Senegal and therefore that has helped a lot over the years, which is part of the support that the Government of Senegal is giving to CODESRIA.

Resource Mobilisation and Sustainability

66. This is also a carry-over from the previous strategic plan. The priorities here will include:

    i)   Consolidating relations with the main donors of CODESRIA, particularly Sida, NORAD, DANIDA, the African Capacity Building Foundation, IDRC, the Carnegie Corporation of New York, the Netherlands Ministry of Foreign Affairs, Trust Africa and OSF will be on the top of CODESRIA's priorities in this regard.

    ii) Enlarging the pool of donors supporting CODESRIA, partly by exploring African and Southern sources of research funding.

    iii) Co-financing with partner institutions.

    iv) Mobilising the CODESRIA members.

    v)   Firmly establishing the CODESRIA Endowment Fund and mobilizing contributions to the Fund.

Notes

1. Ebrima Sall had just been appointed as Executive Secretary to succeed Adebayo Olukoshi, who had completed his second four year term; see:*CODESRIA: New Directions and Priorities for Research. Think-Pieces for a Brainstorming Workshop*; Dakar, July 2009.

2. See: *Synthèse des discussions tenues lors de la retraite du Secrétariat du CODESRIA en 2011.*

3. *see the summary of the report of the General Assembly in CODESRIA Bulletin, Issue 1-2/2012.*

4. The notion of state fragility is highly contested; The European Report on Development 2010, for instance, classifies 27 out of the 53 African states as 'fragile'.

5. *See: Report on the Impact of CODESRIA's Research Training Programmes. Dakar: CODESRIA, 2011.*

6. *The expression of this awareness has taken many forms. For instance, the Senegalese writer Cheikh Hamidou Kane wrote in Ambiguous Adventure, first published in the early sixties, that the people of the Senegalese River Valley decided to send their children to the schools introduced by the Europeans to their part of the world so that they can learn from the latter the art of 'linking wood to wood'; see Kane 1961 and Kane 1972; Mkandawire cites other examples (see Mkandawire 2011).*

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CODESRIA is an independent pan-African research organisation primarily focusing on social science research in Africa. CODESRIA was established in 1973 with a clear mandate to promote the production and dissemination of multidisciplinary social research by African scholars. It is recognised not only as the pioneer African social science research organisation but also as the apex non-governmental centre of social knowledge production on the continent. Its objectives are to:

- Promote and facilitate research and knowledge production in Africa using a holistic, multi-disciplinary approach. The Council is committed to combating the fragmentation of knowledge production, and the African community of scholars along various disciplinary and linguistic/geographical lines;

- Promote and defend the principle of independent thought and the academic freedom of researchers in the production and dissemination of knowledge;

- Encourage and support the development of African comparative research with a continental perspective and a sensitivity to the specificity of the development process in Africa;

- Promote the publication and dissemination of research results undertaken by African scholars;

- Strengthen the institutional basis of knowledge production in Africa by proactively engaging and supporting other research institutions and their networks of scholars within its programmes of activities. As part of this goal, the Council also actively encourages cooperation and collaboration among African universities, research organisations and other training institutions;

- Encourage inter-generational and gender-sensitive dialogues in the African academy as a further investment of effort in the promotion of awareness and capacity for the use of different prospectives for knowledge production;

- Promote contacts and dialogue between African researchers and researchers on Africa elsewhere in the world, as well as interaction between the Council and similar international organisations.