CODESRIA ANNUAL REPORT 2013

Contents   Page

Introduction and Overview

The year 2013 was the first year of the CODESRIA Programme Cycle for 2013-2016. It was also the year the Council turned 40.. To celebrate this important milestone, various activities were carried out, key among which was the *CODESRIA 40th Anniversary Conference with the theme: Building on 40 Years of Research and Knowledge Production for Africa.* This report presents the activities carried out by CODESRIA in the course of the year. The report also provides a comprehensive overview of what CODESRIA was able to accomplish during the year.

The main goal of the new programme cycle is to re-position the social sciences and humanities in Africa to address the key political, economic, social and environmental challenges confronting the continent. In the course of the first year (2013), a large number of research, research training and capacity building, publications and dissemination, and policy dialogue activities were carried out, all of which are contributing towards achieving the main goal and the specific objectives set for the programme cycle.

2013 began with two major activities. The first was a major international conference on African *epistemes*, during which the progress made by African scholarship in transforming the 'colonial library' and forging its own identity became clear. In short, African scholars are now, more and more, able to examine issues on the continent as well as developments in the world around us with 'African lenses' rather than doing so through European/western lenses. The second was a workshop held in Ouagadougou during the 23rd edition of the Pan African Film and Television Festival (FESPACO), with the Nobel Laureate Professor Wole Soyinka attending and delivering the keynote speech.

The year 2013 was also the year of the 50th anniversary of the OAU charter and CODESRIA played an important role in the celebrations led by the African Union in Addis Ababa in May, as well as in the reflections on Agenda 2063, which is the blueprint for the Africa of the future. Research and reflections and dialogues on economic, environmental, social, political and cultural trends in, or as they affect Africa will continue to be central to the work of the Council during the entire 2013-2016 programme cycle.

In addition to these major public events, a number of research working groups and networks were launched. Capacity building in research was carried out and major institutional developments also took place. The report begins with the research activities and goes on to present the other major events and challenges faced by CODESRIA during the year.

1. Research

In the course of 2013, the Research Programme was able to achieve some of the assigned objectives set for the first year of the 2013-2016 programme cycle. This included the initiation of some new programmes and activities like the Great Lakes Initiative, the Encyclopaedia of African Women and Gender, conceptualising and beginning the planning for a research and policy dialogue programme on international criminal justice, reconciliation and peace in Africa and the role of the International Criminal Court, and planning for a continental summit on higher education. Work was done to improve the quality of on-going programmes, and enhance the quality of research outputs. The issues covered by these programmes and activities are all issues of great concern to Africans, especially those touching on development and governance. In accordance with the objectives laid out in the Annual Plan including the launching of new research groups (Comparative Research Networks [CRNs], National Working

Groups [NWGs] and Multinational Working Groups [MWGs], the Programme opted for a number of studies on the priority themes set out in the New Strategic Plan. New groups were subsequently established.

During the period the Research Programme also monitored a number of activities and research groups and networks launched in previous years and whose formal duration spanned several years: NWGs, MWGs and CRNs. Monitoring included evaluating the research reports received from various groups and networks.

However, research activities slowed slightly because the bulk of funds from donors were released only in the second half of the year. It was therefore not possible to carry out a number of innovative activities such as CODESRIA research chairs, the reinforcement of comparative studies under the South-South Programme, the granting of research fellowships and other researcher exchange activities. Both the Research Programme and research teams were affected, leading to successive postponement of the launch of methodology workshops.

This report is divided into three sections. The first section describes the launching and monitoring of the core research programmes and activities. Section two provides an overview of special programmes, while section three reviews the activities of the collaborative programmes.

1.1 CORE PROGRAMMES

Core Programmes provide the bases for the main research activities. They include the NWG, CRN and MWG programmes, the Academic Freedom Programme, the African Humanities Programme, the Child and Youth Studies Programme, the Higher Education Leadership Programme, and the Gender Programme. Under the new 2013-2016 programme cycle, themes of research proposals must be consistent with the Strategic Plan's key orientations especially with respect to CRNs. The main themes are: 1) Higher Education, 2) Regional Continental Integration and Mobility, 3) Climate Change, Resource Management and Development, 4) Gender, Youth and Transformational Social Policy, 5) Policies and Governance, and 6) Prospective Studies and Ways of thinking about the Future, 7) Knowing and Engaging the Rest of the world.

In order to achieve the goals set for the year, the Research Programme assigned itself the following tasks consistent with the objectives set under the 2012-2016 Strategic Plan: launching new working groups and networks (5 NWGs, 5 CRNs and 3 MWGs); exploring new innovative themes and encouraging debates and reflections over themes that can address the current problems affecting African populations.

New Research Groups and Networks
Following a call for proposal in January, 2013, the Research Programme received 68 applications and 107 applications for CRN and NWG membership respectively. In all, research proposals emanated from about 25 different countries across the five African regions. As usual, applications revealed gender imbalance. Many more male researchers applied than female researchers. However, in the case of CRNs, women accounted for almost 40% of group coordinators. This marks a significant increase in women's participation.

In accordance with the recommendation of CODESRIA's New 2012-2016 Strategic Plan that CRNs be made stronger to further boost comparative research across the continent, in the launch-methodology workshops, emphasis was laid on addressing the methodological and

epistemological issues that arise in comparative research. In discussions on methodological and epistemological issues, participants welcomed the initiative to enable researchers from different regions of Africa forge durable working relations. In keeping with this programmatic orientation of developing research network members' skills in comparative methods, the research group coordinators were invited to participate in a broad-based methodology workshop. This first meeting between coordinators and resource-persons remains one of the best opportunities for network capacity-building. From experience, these methodology workshops provide an opportunity not only for research project evaluation, discussion and exchange between researchers but also for a better understanding of future research challenges and stakes while participants can also benefit from resource-persons' expertise. It was an opportunity for participants notably to have an insight into the methodological approaches proposed by different comparative research groups. Guided by resource-persons, participants are able to discuss the relevance of the theoretical, analytical and methodological frameworks developed in proposals, identify the key concepts as well as the main epistemological issues involved. Thus, this initiative still determines the quality of expected research findings, as it allows network members not only to become more familiar with comparative research techniques and tools but also to make suggestions and recommendations designed to improve proposals significantly.

Regarding the research themes covered, most of the proposals focused on themes that are clearly relevant to on-going academic and policy debates in Africa. For example, the six groups launched in 2013 are working on issues such as regional integration, food security, religion, climate change, land issues, and information and communication technology.

The Multinational Working Groups (MWGs) programme was further reinforced and revitalised during the year. One of the Programme's objectives is to create MWGs working on the research priorities identified by the General Assembly and the Strategic Plan as a means of filling the gaps in African contributions at the international and regional levels caused by disciplinary, language, geographic, generational, cultural and gender barriers. The Programme therefore organised in the first half of 2013 the selection of three new MWGs viz.: "Health, Policy and Society in Africa" (under the Health, Politics and Society Programme); "Land-grabbing and Food Sovereignty in Africa" (under the Economic Research Programme); and "Africa in the Information Era" (under the Core Programmes). Statistically, the proposals received clearly outnumbered those of previous years, demonstrating how important this Programme is to the CODESRIA community of researchers. Each one of the three MWGs attracted close to a hundred applications and together the applications for membership of the three MWGs came from more than thirty countries. Female applications varied between 20 and 30% per MWG. It is important to note that countries like Rwanda, Burundi, Chad, Central African Republic, Guinea, The Gambia and Sudan that had so far not been very well represented in the research networks also submitted applications, which is a good indication of the extension of CODESRIA coverage of the continent.

Achievements of the Research Groups and Networks

Many research reports and manuscript were submitted as end results of these research activities. These were evaluated by the Research Programme. Some of them were forwarded to the Council's Publication Programme for external peer-review, while others were sent back to the teams with comments for final revision of the manuscripts.

The manuscripts received from NWGs dealt with the following themes: 1. *"Private Health Care Delivery and Utilisation in Nigeria"* 2. *"L'enseignement supérieur au Cameroun depuis la réforme: état des lieux et perspectives"* [Higher Education in Cameroon After the Reforms: State of the

Art and Perspectives], 3. *"Les conditions de vie des personnes âgées au Togo"* [Living Conditions of Old People in Togo] and 4. *"African initiated Churches & HIV and Aids in Zimbabwe"*. The CRN reports submitted to the Publications Programme touched on many areas such as China-Africa Cooperation; Ethnography of Football Fans in Africa; Young African Refugees in Urban Areas; Human Rights and the Press in Lusophone African Countries; Livelihood and Survival Strategies in Post-Conflict Situations; Gender and Sexuality at Different Levels of Education. These final reports were all of satisfactory quality.

For CODESRIA, the philosophy behind the creation of these national working groups is to leave room for the generation of priority research themes by scholars based on the changing social realities and on-going debates in their countries. It is also an acknowledgement of the varying degrees to which priorities determined collectively at the continental level may or may not resonate with researchers, ordinary citizens and social movements, as well as policy-makers at the national level. These studies have broadened our contributions on certain aspects of African societies and deepened our knowledge of issues.

For example, one finding of the "Dynamics and Prospects of Cameroon's Higher Education" NWG on higher education is the existence of dynamics of cooperation between actors in higher education since the reform of that sector, enabling them to mobilise additional resources for the enhanced operation of their institutions. The different activities pursued on the international stage suggested that a variety of actors are involved, including the state, university managers and private higher education institutions as well as teachers. Each of these actors has a different vision of cooperation. The study carried out by the network on Livelihoods and Survival Strategies in Post-Conflict Situations, which compared the cities of Abidjan, Brazzaville and Kinshasa, was a great contribution to conflict studies as well as to the study of livelihoods in African cities. It clearly demonstrated the implications of armed conflicts for the countries involved and for the west and central African sub-regions. It also found that conflicts led to a restructuring of financing terms, a dramatic fall in traditional financing, with a shift to informal funding and restrained bank lending. Armed conflicts have led to poor performance by micro enterprises, deterioration of household well-being and destruction of the social fabric. In such a context, countries in a post-conflict situation remain very fragile with high risks of resuming armed conflicts. Appropriate policies therefore need to be put in place to consolidate peace. The policies should notably target the promotion of micro enterprises through easy access to financing so that they can create jobs and generate incomes, and thus contribute to poverty reduction, a key factor in armed conflicts. Accessing external financing would thus also depend on building social capital and supporting the micro finance sector.

Lastly, the Transnational Working Groups (TWGs) on "Africa and its Diasporas" found that, beyond being merely remembrance sites and places, diaspora becomes a different form of citizenship; a link between present and past, between here and elsewhere, an inter-generational or retreat-into-identity factor. The manuscript which emanated from the work of the Group and which was submitted for publication, shed a new light on gradual diaspora formation as a result of traditional settlements of successive migrations while also raising interrogations about Nation-States and the link between the communities of Africans and African offspring, or foreign diasporas in Africa (notably the Indian diaspora), as these constitute quite a singular element both in the distant past and recently.

The Humanities Programme's main activities include research working groups and networks established under its purview, and the bi-annual international workshop held at the Pan African film and TV Festival (FESPACO) every two years. As in previous years, a scientific workshop was organised during the 23rd edition of FESPACO held in Ouagadougou, Burkina Faso in February 2013. The theme of the workshop was: *"Pan-Africanism: Adapting Stories/Narratives from Text to Screen"*. This was the fourth meeting of the kind. The 2013

workshop was important to CODESRIA, being part of the Council's 40th anniversary celebrations. The event brought together about twenty CODESRIA-identified researchers joined by a high number of participants and students. The workshop's aim was to explore the possibilities of pan-Africanist narratives, aesthetics, theoretical and political configurations in contemporary literature, films and videos. The Council was honoured to welcome to the 2013 edition a distinguished guest, Professor Wole Soyinka, laureate of the Nobel Prize in Literature. Professor Wole Soyinka made a presentation on the theme: "*A name is more than a tyranny of taste*". The full text of his presentation can be found on CODESRIA's web site. The report published in CODESRIA's Bulletin has also been posted on same web site. This time the workshop was organised in collaboration with the FESPACO organising committee and the Guild of African film Makers, and it was an occasion for rich exchanges between researchers, film makers and writers. The discussion went so well that the decision was taken to devote the 2015 CODESRIA-FESPACO workshop to the theme: *Social Science, Film and TV*.

The Child and Youth Study Programme, one of the Core Programmes of the Council, devoted its time to both editing the papers produced by the conference held, in Douala – Cameroon, in 2009 and finalising the reports of the two projects launched in 2012 in partnership with Child Watch International (CWI). The first project is to reflect on the research Agenda on childhood and children's rights while the second research project, presented as a series of case studies, is on research capacity-building in children's rights in three sub-Saharan African countries viz. Senegal, Uganda and South Africa. Research findings gave an overview of the status of research on children's rights with the goal of ensuring that the most urgent knowledge gaps in research on childhood can be closed. One of the problems research is facing derives in part from the non-existence and/or the non-availability of a computerised data base both at the central and local levels. A situation like this alters research quality. It was found that a close relationship exists between child rights violation and a host of issues including poverty, weak national child protection system, co-existence of several systems charged with children's rights protection, sociological and cultural constraints, "faint" dialogue between research institutions and politicians, actors on the ground, NGOs and international institutions, poor financing of research on children, etc. The questions raised call for in-depth and thorough studies. The reports are available and waiting to be published.

Core Programme Challenges

There are many reasons for satisfaction notably with the programmes that have been running for the past few years. The Programme achieved, among other things, the formulation of a clear policy on the dissemination of research findings, and involvement of policy-makers and communities in the work of the NWGs. But there are various challenges that need to be resolved as a matter of urgency. In the coming years, the Council, in general, and the Research Programme, in particular, will pursue efforts to reinforce the institutional anchoring of research groups whereby research group members can prove their institutional affiliation and university structures can be more deeply involved throughout the operational and monitoring process of the groups. Outreach trips to sensitive researchers as well as university administrators on how this can be done and why it needs to be done will be organised as part of this initiative. To make the strategy for research findings dissemination more relevant and efficient, university authorities will be further encouraged to get involved in a more sustainable manner in the launching of research groups. New ways of involving policy-makers beyond their participation in feedback and policy document formulating workshops will also be explored.

While the manuscripts produced were of a very high scientific standard, there is the persisting problem of the limited comparative aspect of many studies. This fact further convinced us that

more scientific monitoring is called for in the coming years for the improvement of manuscripts while also striving to make comparative research programmes more robust. The second challenge has to do with the relatively low budgets that the research groups have to work with. The demand for CODESRIA support for the creation of new NWGs and CRNs is very high. The sizes of the grants to NWGs and CRNs have been kept small for many years to enable CODESRIA to continue supporting the creation of at least five or six new NWGs and about the same number of CRNs each year. There is an urgent need for certain important issues to be researched at various levels (particularly the sub-national, national and sub-regional levels). It is also obvious that we need to provide more support to African universities, which requires additional resources from our technical and financial partners.

The third challenge is the under-representation, or rather, the insufficient coverage of certain countries in CODESRIA programmes. These countries include Guinea, Burundi, Swaziland, Lesotho, Central African Republic, Libya, Eritrea, Comoros Isles, Seychelles, Namibia, Sao Tome & Principe and Equatorial Guinea. Countries like Cameroon, DRC, Nigeria, Senegal, Kenya, Uganda and South Africa are very well represented. CODESRIA will continue to favour the former group of countries while also thinking about other ways to fill this gap, for example by undertaking outreach trips to the academic institutions of the countries in question and taking more advantage of the privileged relations that Executive Committee members have with local actors in these countries.

In summary, the activities developed during the past year have allowed us to finalise about ten projects under different Core Programmes, undertake a number of studies on childhood and youth, and enhance the research capacity of members of working groups and networks. Other achievements worth mentioning include the better anchoring of CODESRIA-financed research groups in research institutions with a particular emphasis on universities, deeper knowledge of African societies, greater contribution to the training of new generations of African researchers, exploration of new research themes and high quality contribution to the advancement of debates on themes that are relevant to the development of African societies.

1.2 SPECIAL PROGRAMMES

The scope of Special Programmes has considerably broadened in recent years with the launching of a major special programme on Higher Education Leadership Programme (HELP). HELP is one of CODESRIA's latest initiatives under Special Programmes. This programme was set up with the support of Carnegie Corporation of New York to reflect on leadership issues within African universities. The Economic Research Programme and the Lusophone Initiative have also continued to push forward, after having been re-energised through initiatives taken in 2012 and 2013. Many studies are already being developed by the Council in the areas covered by these programmes, but more still has to be done to boost the study and analysis of economic processes on the continent.

New Initiatives and Achievements

New Initiatives under the CODESRIA Gender Programme

While gender may appear as one of the themes around which CODESRIA's new programmatic cycle is structured, it is especially important to consider it as a transversal concern in a continental and transnational perspective. CODESRIA has decided to prepare an *Encyclopaedia of Gender in Africa* as one of the innovations of the new programmatic cycle with the goal of revitalising its Gender Programme. Twenty two years after organising the

workshop that has led to the publication in English of *Engendering Social Sciences* and its translated French version as *Sexe, genre et société en Afrique*, CODESRIA is planning to rethink its Gender Programme. More specifically, this new programmatic cycle will allow the institution to define new orientations, reflect on the relevance of the mechanisms used in its work on gender (Gender Institute, Gender Symposium, etc) and assess the extent to which the objectives identified at the start of the 1990s have been achieved. How can the gender challenge be placed in the present context of African universities? What is the institutional mapping of *Gender Studies, Women's Studies, etc.* in Africa? How can one re-mobilise the key actors working on these issues? Which themes deserve attention from researchers today? A meeting was held in Dakar on the 8th and 9th July, 2013 and a workshop will be held from 19th to 21st January, 2014 to prepare for the strategic planning of the Gender Symposium and the "Encyclopaedia of Gender in Africa" respectively.

The renewed interest in gender was also reflected in 2013 at the collaborative level, with the studies jointly commissioned by UNESCO-BREDA, UN WOMEN and CODESRIA on women's social movements and gender-based violence in Gambia, Guinea Bissau and Senegal.

The main findings of the three studies were that female movements were losing breath and that gender-based violence was on the rise. There were recommendations made on the compelling need to develop research on women's social movements and gender-based violence within academic research, training and learning structures as well as to pursue strategic actions targeting (family, gender, justice, education, health) ministries and the operational structures struggling against GBV.

The studies on the three countries demonstrate the importance of having reliable data and statistics, establishing a comprehensive typology of violence for more effective eradication and prevention efforts. They also point to the need to better understand women organisations, their objectives and ambits so as to more easily identify their strengths, weaknesses and constraints. Building women organisations' capacities and "professionalising" women's social movements appear to be key to transforming social reality and contributing to a "re-politicisation" of women's social movements.

Such an initiative is a perfect illustration of the programmatic cycle's general theme: ***Expanding the Frontiers of Social Science Research and Extending Social Science Research to Public Issues.***

Researching Higher Education Leadership
There is little doubt that the management of higher education institutions in Africa has become one of the main elements in on-going reforms in the HE sector. While management systems have been designed to help universities attain their objectives, the impression is that the expected results have not materialised as a result, notably, of inappropriate political structures and governance systems. These problems raise many questions to which social science is expected to provide some answers. We need to understand through rigorous social scientific work, what contributed to the success of some universities and caused the failure of others. As a way of answering these interrogations, the Council has set up research teams under the Higher Education Leadership Programme. To sharpen the skills of the members of the Comparative Research Networks (CRNs) and National Work Groups (NWGs) created in 2013 to research these issues, CODESRIA organised a methodology workshop, at the Uganda Institute of Management from 16th to 18th September, 2013. The focus was exclusively on the specific methodological challenges associated with researching higher education leadership. The workshop aimed at easing understanding of the methodological and epistemological issues raised in research proposals and reviewing progress made by previous groups in their work.

The 2013 edition of the annual Conference of Deans of social science and humanities faculties, which was held in Johannesburg from 13th to 16thJanuary, 2013, was also devoted to the issue of higher education leadership. This included heads of department who are at the lower echelons of the university administrations. The purpose of the meeting was to analyse the role of deans and heads of department in the leadership and governance of higher education institutions in Africa. The conference was organised on the theme: *"Faculty Deans: What are the Challenges to Effective and Management Leadership in an African University of the XXI*st *Century?"* The participants had the opportunity to reflect on the challenges confronting higher education institutions in terms of leadership and governance. The meeting was attended by 32 deans. About twenty papers were presented and discussed. The edited conference papers will be published in a special issue of the Journal of Higher Education in Africa.

Under the HELP programme, several former leaders of African universities were also requested to share their experiences or carry out case studies in the course of the year 2013. Thus, two manuscripts were completed and submitted for publication. The first one was from Professor John Pancras Mukasa Ssebuwufu, former Vice Chancellor of Makerere University and titled *"Management and Transformation of an African University: A Personal Experience at Makerere University"* (1973-2004). The second manuscript emanated from Professor Ratemo Michieka, former president of Jomo Kenyatta University of Agriculture and Technology, and current chair of Kenyatta University Council. His reflection is titled *"Trails in Academic Leadership of Universities: A Personal Memoir"*. Two other studies of experiences in HE leadership were commissioned in the course of the year under review: one on Ghana (by John Gasu), and the other on Kenya (by Kilemi Mwiria).

New Initiatives of the Economic Research Programme
The Economic Research Programme progressed at a slower pace. A call for proposals on the formation of a Multinational Work Group (MWG) on "Land-grabbing and Food Sovereignty in Africa" was released as earlier indicated. Applications were received and the selections finalised. The methodology workshop to launch the group was however postponed until all the resources needed for it have been secured. It will be held in 2014. Some initiatives have been taken in that respect. There has been some interest from some technical and financial partners to accompanying CODESRIA in the development of this programme. There is also interest in the Emerging Economies Initiative. The Research Programme therefore envisages organising an international conference on "The Impact of the Emerging Economies (BRICS) on Africa" under this programme in 2014.

Challenges Associated with the Special Programmes

The main challenges associated with the special programmes stem from the fact that some of these programmes have financing sources different from CODESRIA's main donors. The reporting requirements and formats are therefore somewhat different from those of the core programmes, which poses some difficulties in programme administration, as format, timing and reporting patterns vary from one partner to another. Another challenge associated with the special programmes is that of their "sustainability", given that the funding for some of them is limited to a few years covering only one or two phases.

In summary, the initiatives taken under the Special Programmes have helped in extending the thematic coverage of the Research Programme. They are therefore a good way of both enriching the research agenda, and of fulfilling the CODESRIA mandate. For instance, in 2013, the conference of deans of social science faculties and the methodology workshops offered an

opportunity not only for capacity-building in research methodology but also for the submission of manuscripts providing insights into higher education management-related issues in Africa.

1.3 COLLABORATIVE PROGRAMMES

Collaborative Programmes provide an important tool for the Council's development policy. They are part of a strategy for opening up to other institutions or strategic, technical or financial partners whose vision or ambit is similar to that of the Council. The Council is therefore seeking to promote collaboration with research institutions on the relevant themes that are of concern to the community of social science researchers. The main activities pursued under Collaborative Programmes include the following: a) the Responsive Forest Governance Initiative; a number of review workshops were held under this programme; b) the South-South Programme jointly managed with CLACSO and IDEAs, under which research fellowships were launched and an annual institute organised; c) the conference on "India - French-speaking Africa: Issues and Challenges" held in Dakar; d) the workshop on innovation, higher education and development research jointly organised with OECD, in Dakar; e) the CODESRIA-Chinese Academy of Social Sciences/Institute of West Asian and African Studies (CASS/IWAAS) collaboration under the newly launched 'Ten + Ten China – Africa Think Tanks Initiative"; and the HSRC – CODESRIA partnership.

Research Groups launched
Research fellowships are an important component of the South-South Programme. Fellowships afford selected candidates an opportunity to benefit from financial support to research a theme of their choice provided that the study reflects the agenda priorities set by the programme. It is also a means of capacity-building. In 2013, the candidates developed their reflections around the following themes: "Democracy and Power Building: Contemporary Reality and Emerging Alternatives". Following the announcement, the Programme received a total of 55 applications with female participation representing only 21%. However, there is renewed interest in the South-South Programme judging from researchers' cosmopolitan character and disciplinary diversity. Applications were received from 22 sub-Saharan African countries with massive participation from Nigeria and Cameroon. Three proposals were retained in 2013: 1- "Public Institutions and the Paradox of Liberal Democracy: a Step toward Heterodox Political Science" presented by Abdourahmane Idrissa of Niger; 2- "Democracy, Dignity and Good Living in Non-Capitalist Experiences in Africa and Brazil" submitted by Maria Teresa Henrique of Mozambique; and 3-"And so the Youth Fire raged on: Youth and Practices of Democracy and Empowerment in Brazil and Kenya" by Wangui Kimari of Kenya.

The Research Programme has evaluated the following project reports submitted under the research fellowship programme launched between 2010 and 2012: 1. "American Hegemony, Financial Crisis and the Rising of the Global South"; 2. "Re-ordering the International Political Economy in the 21st Century"; 3. "Security Challenges and Counter Hegemony in the Gulf of Guinea in the 21st Century"; 4. "The Climate Change–Agriculture–Food (In) Security Nexus and the Biomass Regime: What Implications for Africa's Development?"; 5. "*Changement climatique et bien-être au Cameroun*" [Climate Change and Social well-Being in Cameroon](Fellowship 2012). A key weakness detected from evaluations of the programme is that its themes make it difficult to make real comparisons between the different regions of the South. This weakness has been corrected in the current phase III of the Programme which started in January, 2013.

Scientific Meetings
Activities under the training and capacity-building component of Collaborative Programmes are led under the South-South Programme and the RFGI Programme. First, under the South-South Programme, an institute was organised in September, 2013, in Santiago -Chile on the

theme: "Democratic Renaissance vs. Neo-Liberalism: towards Power-Building and Inclusion». It was intended to provide the new generation of South researchers with the necessary tools they need to understand the dynamics currently at work in their respective societies, but also to make them contribute to the analysis of the stakes and challenges confronting these societies. A planning meeting attended by the three coordinating institutions (CLACSO, IDEAs and CODESRIA) was organised alongside the institute and allowed participants to discuss issues linked to the search for new donors other than SIDA, the main funder of this programme.

Under the Responsive Forest Governance Initiative, three main activities are pursued: organising a workshop to review research findings, reviewing draft working documents, administering three devised survey instruments and organising final research findings review. Instrument design enabled us to collect standardised data which might be used for comparison purposes. As a result of the complex nature of this kind of data gathering, instrument administration has turned out to be difficult thus delaying their finalisation. A statistician was recruited to assist in finalising instrument design and devising a spreadsheet for data gathering. The main flagship activity of RFGI Programme during the review period is organising the review workshop to finalise working documents. A coordinating meeting of team leaders was held, in Accra – Ghana, from 22nd to 24th February, 2013 to formulate a provisional programme for the final methodology meeting, and to identify new transversal themes emerging from case studies. The final meeting on the methodology session was organised in April, 2013, in Cape Town – South Africa. The detailed reports of the meetings are available.

Still under the Collaborative Programmes grid and in accordance with its 2012-2016 Strategic Plan's main orientations, the Council expressed the need to know others better to be able to more effectively inform and formulate Africa's global integration policy. The Council recommends the further development of academic cooperation with other institutions in the global South as part of its South-South Tri-continental Programme. A constant dialogue between India and African countries is important in this context. The first collaboration materialised through a conference organised with the Indian Council for World Affairs (ICWA) on the theme» *India–French-speaking Africa: Stakes and Challenges"*. It was attended by academics, strategy experts, businessmen, African and Indian decision-makers to discuss issues that included: (i) politico-historic and economic trends; (ii) regional integration and infrastructure-building; (iii) agricultural sector cooperation; and (iv) energy sector synergy. Other activities are being discussed within the framework of this collaboration.

In the search for synergy with other institutions, the Council actively participated in a workshop in Dakar on *Innovation, higher education and development research*. It was jointly organised with the Organisation for Economic Cooperation and Development (OECD) and the Development Research Institute (IRD) and attended by about forty participants from French-speaking Africa. The goal was to exchange and reflect on the on-going changes observed in the research and higher education sector, their impact on research activity, innovation and resource management leadership at the political and institutional levels. More specifically, the workshop's objective was: - to identify the elements of organisational and political tensions hindering effective research and innovation management at the political and institutional levels.

Participants considered different strategic options for filling the gaps and defusing the tensions observed. The presentations and discussions focused on the following key areas: typology of skills and knowledge necessary for research leadership; research and innovation policies in French-speaking Africa: trends and characteristics; leading research at the institutional level; research and innovation management in research institutions; human resource management and leadership in research institutions. A few recommendations from the discussions were that account should be taken of the role of research and innovative activities in socio-economic

changes, the need to promote applied research, to facilitate institutional anchoring, to develop researchers' capacities, to motivate researchers, to increase research funding, better resource management and the importance of promoting research findings more effectively.

Collaborative Programme Challenges

The recent definition and adoption (2013) of a collaboration policy will certainly contribute to filling some of the gaps. In 2014, the Programme will try to contribute to the implementation of this policy and to the creation of coordinating mechanisms and spaces between the Council's different programmes and those of our partners. A special emphasis will be laid on coordinating meetings between the different structures in charge of collaborative project implementation.

Overall, the activities developed under Collaborative Programmes have contributed significantly to the Council's clout. Good collaboration produces efficacy when coordination is effective. The strategic partnerships have also been a way to broaden the reach and exposure of CODESRIA. Collaboration with CLACSO and IDEAs under the tripartite South-South Programme has allowed deeper knowledge production and dissemination on certain themes of relevance to the South, just as the Responsible Forest Governance Initiative jointly developed with the University of Illinois and IUCN has. The latter initiative has contributed significantly to getting the Council involved in on-going debates over deforestation, environmental degradation, climate change and other themes in this area. Collaboration with TrustAfrica, Carnegie Corporation of New York and others under the Higher Education Programme has allowed CODESRIA to participate in major stakeholder debates on higher education, and higher education leadership in Africa, and also to gradually become an influential actor not only in the study of higher education leadership issues in Africa, but also in continental debates on higher education, particularly with the preparations for a continental summit in higher education involving major players in the field like the Association of African Universities, the African Union, and the World Bank.

2. RESEARCH TRAINING, GRANTS AND FELLOWSHIPS

CODESRIA's Research Training and Capacity Building Programmes are part of what we call "Capacity-Building for Knowledge Production and Leadership in Africa". This is a new way of looking at research training and capacity building. Core support from Sida, Norad and Danida enabled CODESRIA to run these programmes. Part of the funding for the programmes brought together under this framework also comes from the African Capacity Building Foundation (ACBF). The overall objective of the programme is "to contribute to enhancing and increasing the quality of research output and volume of African social science and Humanities researchers in order to resolve development challenges in Africa". This programme targets both senior and younger researchers in the humanities and social sciences in African universities and research institutions. These researchers are facing some capacity constraints including weak command of methodological and technical tools; theoretical and conceptual dependence; bad knowledge of topical research debates in Africa; weak writing, reading and communication skills; language, disciplinary, geographic and gender barriers.

The project tries to help them overcome these constraints by enhancing their capacities in research, scientific writing and scientific communication. The expected result is younger African researchers' research output attaining international standards. The team in charge of project monitoring and evaluation keeps track of a number of indicators to gauge progress made.

Senior researchers, academic institutions, social science and humanities research institutions in Africa also demonstrate some capacity constraints. These include limited numbers of supervisors; gaps in new methodological approaches; insufficient knowledge of the "African library"; limited access to library resources; defective research infrastructures and being out of touch with scientific topical developments.

These capacity constraints thus constitute real development challenges to social science and humanities research in Africa. Therefore, the project set as a second specific objective to enhance the teachers' scientific supervision capacities. The expected result in this case is to see the quality of scientific supervision of younger researchers enhanced. Progress in this regard is also closely monitored.

In 2013, the ambition was to implement the traditional activities of the Research Training Programme while also introducing innovations better tailored to the needs of younger generation researchers taking into consideration at least three factors: i) an institutional factor, with insufficient budgetary allocations to universities and scarce financing to research and documentation; ii) a socio-economic factors often compelling younger researchers to look for a job instead of devoting full time to their research work; iii) the little or no mobility of academics within the African academic space.

In an effort to meet the various, complex and ever-growing needs of young and mid-career scholars, improve quality and develop a culture of excellence, CODESRIA's Research Training Programme made strenuous efforts to:

- reassert the institutional anchoring of its activities,
- re-calibrate its activities and create new ones for critical debate enrichment within academic space, and consolidate inter-generational debates,
- make mobility a decisive lever for research capacity-building: career mobility, mobility as constituting an African research space and a developmental engine for social science research in Africa.

The constraints that marked 2012 with the deprogramming/reprogramming of some activities have continued to weigh down on the implementation of CODESRIA's Training Programme. Activities such as the institutes were held according to schedule in 2013. Other activities scheduled for the second half of the year were adjourned because funding was either not fully available or available too late. These activities include the 2013 methodology workshops: the North African Methodology Workshop (usually held in Oran, Algeria), the West and Central African Methodology Workshop (Yaoundé), the Southern and Eastern African Methodology Workshop (Nairobi), and the Special Nigeria and Anglophone Countries of West and Central African Countries' workshop. Adding to these adjourned activities are Small Grants for dissertations and theses, the Health Institute, initially scheduled to be held in October on the theme "Health, Environment and Development in Africa".

These same constraints have caused the launching of innovations to be slowed down. These innovations include the "mobility fellowship programme", the post-doctoral fellowship programme; the Critical Encyclopaedia of Social Science in Africa; the *Encyclopaedia of Women and Gender in Africa (EWAG)*. Nevertheless, even where means are not always available, scientific concerns remain the focus. CODESRIA must proceed from a baseline to be able to measure project's contribution to the attainment of the programme's objective.

2.1 Objectives

Making allowance for the afore-said constraints, the objective in 2013 was to successfully complete programmed activities for 2013 bearing in mind the Training Programme's fundamentals viz.: quality enhancement and developing a culture of excellence among younger researchers, which is also core to nurturing of a new generation of researchers within the African community of social science researchers.

2.2 Activities

2.2.1 –Consolidating the Institutional Base for Knowledge Production

Having fully entered the new programmatic cycle in 2013, CODESRIA pursued its traditional activities launched through calls for proposals posted on its web site. These included the conference of deans, methodology workshops, scientific writing workshops and course textbooks Programme. Some of these activities were undertaken in the first semester; e.g. the methodology workshops: North Africa (21st - 25th January, 2013), Francophone West and Central Africa (4th - 8th February), Southern and Eastern Africa (16th - 23rd February, 2013). Others were carried out during the second semester: the Training the Trainers workshop (Dakar, 25th - 29th November, 2013), and the scientific writing workshops (22nd - 26th April, 2013 in Ouagadougou and 9th -13th December, 2013 in Kampala).

Methodology workshops provided opportunities for participants to gain insights into the philosophical and epistemological aspects of studying certain issues, as well as an understanding of the genealogic method in African epistemologies with the local knowledge. Secondly, the methodological and epistemological problems posed by social constructivism were also explained; and lastly, recent methodological and epistemological transformations in history and sociological research were spotlighted.

Since CODESRIA's role is to support and accompany training, it is important that synergy between CODESRIA and university and research institutions is increasingly reinforced. That was why in the course of 2013 the MoUs signed with African universities were renewed with new clauses that made the universities more active partners of CODESRIA. The main concern has been to work towards reasserting the institutional anchoring of CODESRIA's training activities in the universities via two key areas:

- Revisiting MoUs with partner institutions (CEDRES, based at the University of Ouagadougou; University of Yaoundé II; CRASC, based at the University of Oran, in Algeria; Makerere University, in Kampala; Kenyatta University, in Nairobi; etc…). The objective being for the universities to gradually take over responsibility for organising and running the workshops and other research training programmes. The MoU with CEDRES-Ouagadougou was signed in May 2013; the one with the ==University of Kampala== was discussed and will be finalised and signed in 2014.
- Systematically organising, on the back of the workshops, meetings with younger researchers to brief them generally on CODESRIA and more specifically on CODESRIA's Training Programmes. This was done in Lome, Gaborone and Ouagadougou. Such a meeting was not necessary in Oran, as students of the doctoral school originating from different Algerian universities participated as auditors in the methodology workshop, with CRASC paying for their participation.

The deployment of these workshops across the African continent also aims at ensuring close interaction between CODESRIA and the universities and research centres so as to enhance younger researchers' skills through familiarisation with the scientific, methodological and epistemological bases for knowledge production.

Under the Text Book Programme, in 2013 senior researchers were also supported to write textbooks on ethno-musicology, law and economics.

2.2.2 – Building Research Capacity through the Summer Institutes

Three (3) institutes were held during the second semester of 2013 viz.: Gender Institute (2013), Democratic Governance Institute (2013), Childhood and Youth Study Institute (2013 edition).

In 2012 CODESRIA successfully implemented its Gender Institute on *African Sexualities*, exploring the introductory theoretical issues linking gender and sexualities, media and sexuality, and debates on legislation, gender and sexuality. The 2013 edition also focused on sexuality research with the following theme: "*African Sexualities: Theories, Policies and Actions*". This institute was particularly interested in relationships between (1) gender identities (masculinities and femininities), sexuality and democracy; (2) legal and political change going hand in hand with sexuality issues; (3) organisational activism relying on ideas of legislations, equalities and sexualities within the framework of a socioeconomic theory on African independence and autonomy.

Generally speaking, institute participants were first interested in the compelling need to capture how current discourses have conceptualised sexualities and what has been the impact of this conceptualisation and especially its homogenising trend. They also highlighted the fact that any project on creating decolonised knowledge must counter homogenisation by devoting special attention to contextual, historic, language and material diversity to be able to fully capture gender and sexuality issues. Based on the experiences of Morocco, Nigeria, Cameroon, Senegal, Mali, Côte d'Ivoire, Democratic Republic of Congo (DRC), or Zimbabwe,

the laureates reflected on same-sex marriage, transgender, "masculinity crisis", feminisms and post-feminisms and new female and male identities. The institute also considered the role of university and intellectual research work on sexualities and gender in the African contexts.

The 2013 Democratic Governance Institute was on the theme: *"Security and Democratic Governance in Africa"*. Institute discussions addressed the issue of a change in paradigm leading reflection to shift from state security to human security concerns. Based on case studies, the institute encouraged students to reflect on relationships between security, democratic governance and human security with the goal of contributing to resolving the challenges of building sustainable democratic governance systems in Africa in the XXIst century. Comparative methods were used to reflect on the responsibility to ensure protection in Mali and Libya or political instability in Central African Republic and social insecurity in Cameroon; participants probed crime against humanity and the principle of *self-executing* vs. human security. The institute addressed and discussed other issues like forest governance, fight against Al Shabaab terrorism in Kenya, gender-based violence in refugee camps, security in disarmament and development programmes in Uganda, security sector reform in Liberia and Sierra Leone, two post-conflict countries.

The institute further tackled other issues particularly echoing topical developments: religious fundamentalism and terrorism in the Sahel, global discourses on terrorism to local concerns, human rights, resource management and sustainability. One of the contributions of this institute lies in the emphasis laid on the compelling need to make discourses on human security gender sensitive by unifying the gender-disaggregated methods of data gathering in all the data gathering processes used for researching and analysing human security. It is also compelling to include gender in peace-building.

This compelling need to deconstruct discourse, to probe or change paradigms was also a central concern in the proceedings of the Childhood Study Institute. The 2013 edition was organised on the theme: *"Social Protection and Citizenship Rights of Vulnerable Children in Africa"*. The devastating effects of poverty, health problems, malnutrition and low level of education is affecting the physical, emotional and cognitive development of millions of children in Africa, who are overrepresented among the poor. According to the *Stiglitz report*, with the financial crisis turned economic and social crisis forcing developed countries into a tightened budgetary situation, lower aid will be available to finance South country development, notably sub-Saharan countries. These countries are more affected by the crisis since they have opened up their financial capital to the private sector in a more globalised world with investment risk rating and greater constraints. Their economies being already unable to guarantee the social protection of their citizens in a sustainable manner and development aid being increasingly conditioned on ever more rigorous constraints, African countries will be less tempted to invest in social protection. This will leave individuals to their own devices and weaken the most vulnerable strata of society including children who are more often considered in public policies as citizens-to-be.

Income- or household-consumption-based poverty reduction and social protection strategies wrongly rely on a hypothetical equitable distribution in households. This institute looked into assumptions that household income evaluation provides a relevant variable to determine children's vulnerability to poverty. Children experience poverty very differently from adults because poverty experienced during childhood has immediate effects with repercussions on the child's well-being. These effects may persist until adulthood (lifelong transmission of poverty) and also facilitate handicap transmission to the next generation (intergenerational transmission of poverty). Children are key factors often making significant contributions to their households' economic and social life. And yet, we understand still very little about the ways in which children live through poverty and vulnerability and what impoverishment means to them or how

their perceptions and priorities interact with those of local communities and the programmes of local, national and international organisations.

This institute developed younger researchers' capacity to address these critical theoretical challenges. It allowed them to understand how multiple forces impact childhood and how its reconstruction can be envisaged through social protection of childhood. Acknowledging children's rights to social protection also includes accountability to them and their consideration as agents. The laureates presented case studies on Senegal, Ghana, Nigeria, Uganda, Burkina Faso, Kenya, Togo, South Africa, Cameroon and Zimbabwe. Public policies and NGOs' actions were reviewed without losing sight of ethical issues linked to researching childhood. Indeed, children's dual vulnerability has led to focusing on power negotiations, ethical and methodological issues.

The themes of these different institutes, viz.: *"African Sexualities: Theories, Policies and Actions"* for the Gender Institute; *"Social Protection and Citizenship Rights of Vulnerable Children in Africa"* for the Child and Youth Studies Institute resonate particularly with two of the seven retained themes of the 2013-2016 programmatic cycle: *"Politics and Governance"* and *"Gender, Youth, Culture and Social Transformational"*. These institutes have provided an excellent framework for critically reviewing, in an Afro-centred perspective, globally-conceived discourses, theories and paradigms on sexualities, human security, children's vulnerability and their citizenship rights.

Alongside the Governance and Child and Youth Studies Institutes, round-tables were organised and they allowed the different participants to share the theoretical and methodological experiences acquired over weeks of training with policy makers, practitioners, activists and other academics concerned by the themes discussed.

While institutes can only accommodate about fifteen younger researchers, ICTs and social media have to some extent helped accommodate greater numbers. A greater number of researchers have been able, through the Internet and the social media, to benefit from scientific exchanges during training activities with the videos made on the institutes and posted on CODESRIA's web site.

2.2.3 Enhancing Research Capacity: Methodology and Refresher Courses in the Lusophone Countries

Some activities like methodological workshops have become routine for the Council. A growing number of partners request for CODESRIA's expertise in that area. In the past year, the Research Programme did not lose sight of training objectives and nurturing of new generations of academic leaders in the African research community. Training younger generations of researchers has remained the Council's constant concern. To ensure renewal, durability and promotion of quality research, CODESRIA must succeed in providing appropriate training to the younger generations and to those in their mid-careers. An example is the meeting it jointly held in 2012 with the Maputo Centre for Legal and Judicial Training and the Research Programme's joint seminar on the methodological aspects of social science research with the Social Science Faculty of the Agostinho Neto University, in Luanda (Angola) under its Lusophone Initiative Programme in 2013. The meeting, which was intended for students in masters' and doctoral programmes, was part of the research capacity-building activity under the Lusophone Initiative. Most participants were teachers of research methodology and other disciplines of social science in higher education institutions in Angola. This activity was fully financed by the Social Science Faculty of the Agostinho Neto University; an example of collaboration to be replicated under other programmes.

2.3 Integrating Monitoring-Evaluation into the CODESRIA Training Policy

In December, the Executive Committee of CODESRIA adopted a Research Training and Capacity Building Policy that explains the philosophy and outlines the CODESRIA policy in so far as training and capacity building are concerned. In the course of 2013, a major effort was also made to systematise and further develop the monitoring and evaluation mechanism that the Training Programme already had in some form.

A total of eight indicators were identified and worked upon by the CODESRIA team responsible for project monitoring and evaluation to feed information into the project basic data marking the base situation. The report was submitted by the consultant by end of December, 2013.

The monitoring and evaluation mechanism will clearly contribute to the Training Programme. While research training may not be sufficiently covered in our universities, it is important to be able to measure the impact of CODESRIA's in plugging the gaps in research, scientific writing and teaching.

Implementing all the activities contained in the annual work plan of the Research Training Programme remains a challenge and shows the extent to which external factors can impact the pursuit of CODESRIA's activities despite the fact that there are proven competences within the institution who can carry out assigned missions. During the first semester, the Research Training Programme had to maintain a high and steady pace of execution of activities lined up as a result of the de-programming and re-programming due to the late release of funds by ACBF and the protracted renegotiation of contracts with CODEESRIA's core funders.

Reflections were also conducted and shared with all Secretariat staff within the framework of the programming seminars designed to enhance training activities and introduce some innovations to reflect the changing context in Africa.

2.4 Challenges

Fund availability and timely release of funds were the main constraints to the full implementation of the work plan for 2013 and to the introduction of innovative solutions.

Given the importance of ACBF's contribution to the funding for research training and capacity building, the conditionalities associated with ACBF funding represent another important constraint. Responding to demands associated with that funding took a lot of precious time that would have otherwise been devoted to the normal management of the training and research capacity building activities.

3. Publications and Dissemination

Through its Publications and Dissemination Programme, CODESRIA seeks to increase the visibility and accessibility of African scholarship; i.e. scholarship that reflects the perspectives of African scholars and/or is informed by African realities. CODESRIA fulfils this mission through publishing and disseminating the Council's research findings and other works on Africa through the publication and dissemination of peer reviewed journals, books, monographs, and research reports. CODESRIA also publishes special lectures, policy dialogues and policy briefs, in both electronic and printed forms.

The Publications Programme has been working towards achieving CODESRIA's main goals in this regard by aiming to peer-review and copyedit book manuscripts and journal articles on time, so as to be able to publish research findings in a timely manner. CODESRIA's ultimate aim is not only to be a lead contributor to the production of new knowledge in and on Africa, but also to be a lead promoter of knowledge produced in Africa both within the continent and at the global level, using all the possibilities that old and new publishing and dissemination technologies have created.

3.1 PUBLICATIONS AND THEIR SIGNIFICANCE

Books published in the course of the year 2013 are reflective of CODESRIA's agenda as defined in the 2012-2016 strategic plan encompassing topical issues such as development, democracy, public sector reform, youth, gender, and culture. Some examples of the books published in the course of 2013 demonstrate the significance of the new research conducted by scholars in Africa. The significance of these examples of the books that CODESRIA has published does not only lie in the topics chosen but also in the newness of the approaches the authors and editors have taken to attempt to provide a new way of thinking. The books also provide new theoretical arguments and from empirical perspectives. The books are capable of facilitating dialogue about Africa's development in the different areas of engagement.

(i) *Women and Power: Education, Religion and Identity* by Olutoyin Mejiuni
This book attempts to show that the teaching-learning process in higher education, and religion, taught and learned through non-formal and informal education (or the hidden curriculum), and other socialisation processes within and outside the formal school system, all interface to determine the persons that women become. This education enhances or limits women's capabilities, whether in the civic-political sphere or in their attempts to resist violence. Hence, education and religion have ways of empowering or disempowering women. This book is important, in that, it attempts to examine education as a very important tool for the development of human potential. Organisations and individuals interested in development consider knowledge, skills and attitudes, obtained through formal, non-formal and incidental learning, as invaluable assets. Therefore, it is necessary to reflect on fundamental elements that shape the process through which education is attained: How do people learn, and what are the conditions that facilitate effective learning? Answers to these questions demonstrate that no education can be politically neutral, because there is no value-free education.

(ii) *Coloniality of Power in Postcolonial Africa: Myths of Decolonization* by Sabelo J. Ndlovu-Gatsheni

This lively book interrogates the African postcolonial condition with a focus on the thematics of liberation predicament and the long standing crisis of dependence (epistemological, cultural,

economic, and political) created by colonialism and coloniality. A sophisticated deployment of historical, philosophical, and political knowledge in combination with the *equi-primordial* concepts of coloniality of power, coloniality of being, and coloniality of knowledge yields a comprehensive and truly refreshing understanding of African realities of subalternity. What distinguishes this book from others in this field is its decolonial entry that enables a critical examination of the grammar of decolonisation that is often wrongly conflated with that of emancipation; bold engagement with the intractable question of what and who is an African; systematic explication of the role of coloniality in sustaining Euro-American hegemony; and unmasking of how the 'postcolonial' is interlocked with the 'neocolonial' paradoxically. It is within this context that the postcolonial African state emerges as a leviathan, and the 'postcolonial' reality becomes a terrain of contradictions mediated by the logic of violence. No doubt, Sabelo Ndlovu-Gatsheni's handling of complex concepts and difficult questions of the day is remarkable, particularly the decoding and mixing of complex theoretical interventions from Africa and Latin America to enlighten the present, without losing historical perspicacity. To buttress the theoretical arguments, detailed empirical case studies of South Africa, Zimbabwe, DRC and Namibia complete this timely contribution to African Studies.

(iii) *Teaching and Learning in Context: Why Pedagogical Reforms fail in Sub-Saharan Africa* by Richard Tjombe Tabulawa

Since the 1990s, sub-Saharan Africa has experienced unprecedented attempts at reforming teacher and student classroom practices, with a learner-centred pedagogy regarded as an effective antidote to the prevalence of teacher-centred didactic classroom practices. The learner-centred pedagogy has been described as one of the most pervasive educational ideas in contemporary sub-Saharan Africa and elsewhere. Research reveals that the major attempts have largely failure mainly because teachers have not been able to adopt instructional innovations to technical problems. This failure is also related to lack of resources, and poor teacher training programmes which lead to poor teacher quality among others. This book attempts to explain why pedagogical change has not occurred in spite of so much energy and resources having been committed to such reforms.

(iv) *Values and Development in Southern Africa* by Hans Peter Müller, Pinkie Mekgwe & Marvellous Mhloyi

Development has been on Africa's agenda for a long time but progress has been both varied and limited, partly due to the diverse levels of the discussions on the challenges and the interventions for tackling them. Africa's greatest challenge is the uneven development within and between its countries, and the pressing issues of extreme poverty in southern Africa, and the continent as a whole. Poverty causes its victims to suffer social exclusion and political repression. In addition, societies that experience poverty are also mostly under continuous threat of ecological disasters and diseases. All poor people are therefore plagued by loss of freedom and dignity, and are often unable to participate effectively in the political, economic, legal and social processes of their countries. This book focuses on the social and cultural dimensions of development dynamics and, in particular, the role of values in shaping development. Values are at the core of the hopes and aspirations of individuals, communities and societies. The book therefore explains the values that motivate and inform African communities and societies, with a view to facilitating a dialogue about sustainable development in Africa among academics, intellectuals, policy and decision makers, and the communities. It also investigates the social and cultural dynamics of development in Africa, as a

better alternative to earlier studies that blame African culture for poverty and exclude the people of Africa in their definition of developments in the continent.

Other books published in 2013 cover issues such as land reform, public sector reform and gender, all of which are highly relevant to current development policies and public debates on the African continent:

- Land and Agrarian Reform in Zimbabwe, edited by Sam Moyo;
- Public Sector Reform in DRC, edited by Camille Welepele Elatre & Hubert Ntumba Lukunga;
- Practices that Enslave and Keep Women in Bondage in Senegal and DRC, edited by Ndeye Sokhna Gueye.

3.2. DISSEMINATION

Online Dissemination

CODESRIA has been working to enhance the accessibility of CODESRIA publications both in the electronic form and hard copies. CODESRIA acknowledges that social media networks such as Facebook, Twitter, YouTube and Flicker, among others have accumulated a lot of power and are highly influential worldwide.

As a pan-African institution that aims to support the production and dissemination of knowledge for the benefit of society, CODESRIA decided to take advantage of these networks for sharing information. Indeed, in addition to being used on a daily basis by a growing number of students, researchers and academics from Africa and the Diaspora, these tools open the door to many opportunities and have become increasingly indispensable components for sharing information.

In this regard, CODESRIA through its information and documentation centre (CODICE) strengthened its presence on the internet by tapping into these social networks. With multiple mailing lists, CODESRIA shares information on upcoming projects and research activities, and publications released with its stakeholders. This has enabled users to access information online promptly. The biggest impact has been felt in the area dissemination of CODESRIA research findings since the introduction of online open access to full texts of all its publications.

(b) Distribution in Africa
CODESRIA has continued to work with (Librairie Clairafrique, Dakar – Senegal; Mosuro/The Bookseller Ltd, Ibadan – Nigeria; Edition Cle, Yaounde – Cameroon, and University Bookshop Makerere – Uganda; Librairie Kalilawa Dimna, Casablanca – Morocco to ensure physical availability of CODESRIA books in the different African sub-regions.

(c) International distribution
CODESRIA books have continued to reach the international community through African Books Collective (ABC) with its headquarters in Oxford, UK. ABC sells books to customers in Western Europe, North America and the British Commonwealth. ABC now serves the North American market through Baker and Taylor, a bookseller serving bookstores and university libraries by providing e-books, and hard copies on a print-on-demand basis.

(d) Book fairs and exhibitions

CODESRIA participates in book exhibitions because we believe book fairs and exhibitions provide opportunities for members of the secretariat, authors, and other members of the council to interact and exchange views and ideas with scholars, book buyers, booksellers, publishers, and other visitors. CODESRIA exhibited books at the World Social Forum (WSF) in Tunis, 23 March 2013. CODESRIA also participated in the 5th European Conference on African Studies, (ECAS 2013): "Africa in a Multipolar World" which took place 27-29 June 2013 in Lisbon, Portugal. In addition to these two engagements, major book displays were mounted at CODESRIA's monthly public lectures/debates organised in the course of the year at University Cheikh Anta Diop (UCAD) and the Council's headquarters.

3.3 OUTPUT

In the last two years, CODESRIA has released more than 30 new publications in the Book Series, Monograph Series, Research Reports and journal issues. Some of the titles are listed below:

(a) Book Series

(i) Women and Power: Education, Religion and Identity, by Olutoyin Mejiuni
(ii) Coloniality of Power in Postcolonial Africa: Myths of Decolonization, by SabeloJ.Ndlovu-Gatsheni
(iii) Values and Development in Southern Africa, edited by Hans Peter Müller, Pinkie Mekgwe & Marvellous Mhloyi
(iv) Teaching and Learning in Context: Why Pedagogical Reforms fail in Sub-Saharan Africa by Richard TjombeTabulawa
(v) Land and Agrarian Reform in former Settle Colonial Zimbabwe, edited by Sam Moyo and Walter Chambati
(vi) Pratique d'esclavage et d'asservissement des femmes en Afrique : le cas du Sénégal et de la République Démocratique du Congo, sous la direction de Ndèye Sokhna Guèye
(vii) Contemporary African Cultural Productions, edited by V. Y. Mudimbe
(viii) Business of Civil War: New Forms of Life in the Debris of the Democratic Republic of the Congo by Patience Kabamba
(ix) Yes, in my Lifetime: Selected Works of Haroub Othman edited by Saida Yahya-Othman

(b) Journals

(i) Africa Development, Volume 38, 1&2, 2013
(ii) Afrika Zamani, Volume 20, 2012
(iii) The African Anthropologist, Volume 18, Number 1&2, 2011
(iv) Journal of Higher Education in Africa, Volume 10, Number 1, 2012
(v) Identity Culture and Politics: An Afro-Asian Dialogue, Volume 13, Number 1, 2012
(vi) Identity Culture and Politics: An Afro-Asian Dialogue, Volume 13, Number 2, 2012
(vii) African Journal International Affairs, Volume 13, Numbers 1&2, 2010
(viii) Africa Media Review, Volume 19, Numbers 1&2, 2011
(ix) Africa Media Review, Volume 20, Numbers 1&2, 2010
(x) *Journal of Higher Education in Africa,* Vol. 10, No. 2, 2012
(xi) Africa Review of Books, Volume 9, 1, 2013
(xii) Africa Review of Books, Volume 9, 2, 2013
(xiii) CODESRIA Bulletin, 1&2, 2013 (English)

(xiv)   CODESRIA Bulletin, 3&4, 2013 (English)
(xv)   CODESRIA Bulletin, 1&2, 2012 (French)
(xvi)   CODESRIA Bulletin, 3&4, 2012 (French)
(xvii) CODESRIA Bulletin, 3&4, 2010 (Arabic)
(xviii) CODESRIA Bulletin, 1&2, 2011 (Arabic)
(xix)   CODESRIA Bulletin, 3&4, 2011 (Arabic)
(xx)   Afro-Arab Selections, No 15, 2013

4. Documentation, Information and Communications Centre

CODESRIA's Documentation, Information and Communications Centre (CODICE) has as its primary mandate the provision of documentary support and information to CODESRIA research programmes, African researchers, African universities, research and training institutes, African governments and their agencies, and civil society. The Centre manages a rich documentary collection of social science information and research findings, as well as databases. CODICE also manages the CODESRIA IT Unit, and ensures the presence of CODESRIA on the internet through the management of the CODESRIA website and of the electronic listserv, as well as the presence of CODESRIA on social networks via Facebook, Twitter and YouTube, etc., all of which have become important channels for disseminating CODESRIA publications and activity announcements, and for engaging the research community and the general public. It also oversees various scientific initiatives. CODICE also supports CODESRIA research programmes, networks and working groups (National Working Groups, Multinational Working Groups, Comparative Research Networks etc.) as well as laureates of the Small Grants for Theses Writing, and those of the CODESRIA Institutes on Governance, Gender, Health, Child and Youth Studies, Environmental policies, and Afro-Arab Relations. CODICE is also at the service of CODESRIA personnel, students and lecturers of African universities, training and research institutes, and visiting researchers from institutions within or outside Africa.

CODICE seeks to position itself not only as *the* African library of reference, the core of African social science research systems, but also as the backbone of communication and involvement of the African social science community in addressing the "problems facing the people of Africa in their quest for liberty and sustainable development."[1]

During 2013, CODICE focused its attention on:

1. Enabling greater public accessibility to the resources of CODICE
2. Expanding communications with researchers and the general public
3. Servicing laureates of CODESRIA institutes and other researchers
4. Improving the communications and information working environment for staff and researchers

4.1 Enabling greater public accessibility to the resources of CODICE

Until recently, CODICE used UNESCO's WINISIS software for management of its bibliographic database. Although effective in its time, there was a need to enable researchers and others to have easier access to the rich and unique resources of the documentation centre. With developments in technologies of databases available online, and with growing demands from researchers for access, a search was made for the most appropriate technologies that could cope with the growing resources of the Centre. Extensive research was undertaken to evaluate alternatives, and eventually a system provided by LibLimeKoha was adopted. The bibliographic database was migrated to provide a new integrated library management system which was tested and eventually launched in November 2013. The database is available at all times and can be accessed online from anywhere in the world with an internet connection. The database is easy to search by users but also allows CODICE librarians to automate most of the activities related to library management with regard to purchase of

---

[1]CODESRIA Charter

books, processing and administration. The database is available at: http://codesria.kohalibrary.com/cgi-bin/koha/opac-main.pl

4.2 Expanding communications with researchers and the general public

In order to keep the social science community abreast with CODESRIA's activities and publications, greater use was made of the website and social media such as Facebook, Twitter and YouTube. At the same time, considerable efforts were devoted to development of a more accessible and dynamic website. This new website will have a new design with improved reporting and new features. Users will be able to register online as members and to have access to a 'members only' section of the site that will allow interactions between members as well as provide access to special member benefits.

In December, the first issue of the CODESRIA e-Newsletter was launched. Containing a dozen articles and several news items and announcements, the newsletter was dispatched via email to a readership of some 30,000 individuals. Coinciding as it did with the sad death of Nelson Mandela, the newsletter published tributes to his memory. Summaries of latest publications of CODESRIA were included, including announcement of forthcoming events.

The responses to the newsletter have been very positive with dozen or so new articles sent spontaneously to the editorial team (comprised of heads of programmes). The Newsletter will enable the African social science community to keep up to date with the expanding work of CODESRIA, enabling them to be able to share information with others, and to engage in dialogue on critical issues facing the continent. It is envisaged that this publication will be published monthly and will be a complement to the CODESRIA Bulletin.

In addition, efforts were made to improve public awareness of the work of CODESRIA through more proactive engagement with media and by holding public events.

July 2013: Professor Walter Turner, Professor of Social Sciences and Contemporary African Affairs at Marin College, California, spoke at a public seminar on the theme: *Political Prisoners and the Incarceration of African-Americans in the USA*.

August 2013: during the Institute on Democratic Governance held at CODESRIA, a public forum ('round table') with video conferencing wasorganised at Cheikh Anta Diop University on the theme of *Security and Democratic Governance in Africa*. The event was widely publicised with coverage in *PanaPress, Le Soleil, SudQuotidien, RTS Television*, and *South FM radio*.

September 2013: Public event involving more than 100 people was organised at CODESRIA on African sexualities. Again widespread publicity was undertaken.

October 2013: a public event involving more than 100 people was organised at CODESRIA on the theme *Social protection and citizen rights of vulnerable children in Africa*. West Africa Democracy Radio, Panapress, the Senegalese Press Agency, the Pan-African websites http://baobabafrique.com and http://www.afrikuma.com and the Everyday (Sud Quotidien, Le Soleil, Le Quotidien) and television channels (RTS, TFM and 2STV ensured a qualitative coverage of the event).

4.3 Servicing laureates of CODESRIA institutes and other researchers

One of the objectives of CODICE is to provide documentary support for research programmes including CODESRIA institutes. During the period under review, the documentary support of CODICE consisted of acquisition of documents, research databases and the Internet, production of thematic bibliographies, documentary communication, offering print-production services (photocopies and scanning). Participating institutes may have access to other resources not available to CODICE through collaboration with document structures such as the Clearinghouse, Enda Third World, and the Central Library of the University Cheikh Anta Diop. Dakar. As part of the Institute on Children and Youth, UNICEF Regional Office in Dakar offered CODICE publications. Some 193 books were purchased to meet the needs of the institutes. Many electronic documents have been downloaded from the Internet and made available to researchers. Support from CODICE was highly appreciated by the participants and resource persons during the evaluation sessions.

Books and other Documents Purchased for the CODESRIA Institutes

Activities	Themes	Number of Books
Gender Institute	African Sexualities : Theories, Policies, Action	22
Democratic Governance Institute	Security and Demoratic Governance	142
Child and Youth Studies Institute	Social Protection and the Citizenship Rights of Children in Africa	29
		193

4.4 Improving the ICT working environment for staff and researchers

CODICE began the process of enabling CODESRIA to make greater use of new technologies of cloud computing, online storage, VOIP, shared calendars, collaborative groups and collaborative document preparation. The testing of these facilities was completed in 2013 and migration of ICT systems to Google Apps is planned for early 2014. The advantage of this move will be to facilitate greater collaboration within CODESRIA as well as between CODESRIA and collaborating institutions, and enable staff to operate from anywhere in the world. Furthermore, this will reduce the risk of loss of data by reducing the load on internal servers.

While awaiting the implementation of high bandwidth cabling being implemented at UCAD, bandwidth within the institution has been enhanced since 1Mb bandwidth has proved inadequate for the number of users.

With growing documentation at CODICE and a growing demand from visiting researchers for access to its resources, it was decided that CODICE would move offices to the annex at the rear of the CODESRIA building. This will allow greater functionality for visitors since the more spacious reading room will be fitted with computers to enable researchers and other users to make their own searches in the bibliographic database. They will also have access to digital resources identified by CODICE staff and available from the Internet. This new space will give a new face to the library CODICE both in his working environment in the quality of services provided, to the satisfaction of the various actors in the library.

With the bibliographic database being online (see above), it is expected that greater numbers of researchers will be able to access the resources of CODICE without having to travel to Dakar. In this context, it is anticipated that CODICE will launch a major initiative to digitise its collection of theses, manuscripts and documents so that they will be accessible online.

5. Administration, Finance and Service to Members (AFSM)

5.1 PERFORMANCE – YEAR IN REVIEW

The year 2013 can be regarded as a reasonably successful year for the Secretariat considering the fact that a good number of the objectives which were set for the year have either been fully attained or implementation has already begun and is in progress.

One of the key aspirations was to improve the day to day governance of the Council to further facilitate administration as well as the financial and human resources management. A lot of progress has been made on a number of activities and some have already been completed. Activities that are still in progress mainly include the updating and development of some of our policy documents, guideline and manuals.

During the period under review, the Secretariat decided to review the set up and structure of the programmes and staffing with the idea of reorganising them. The need to re-structure the office space to improve efficiency and effectiveness in the work of the Secretariat also became a pressing concern. One of the major decisions made was merging the Membership and Communications unit into one and then having it moved to CODICE. Even though this unit will formally be under the CODICE Programme, it has been noted that this is a unit, which each and every programme has a stake in and has to contribute to. Communication and Membership is the business of every single staff member and Programme. A lot of discussions on our Communication and Membership strategy have gone on within the secretariat at all levels and a lot of good ideas were shared between staff members.

The conclusion was that when it comes to membership, two types of document needed to be developed, a membership policy document looking at the day to day administration of the membership services unit, looking at the rights and benefits members, what their responsibilities were, how to be a member etc. The second document should be a membership strategy document which would basically focus on the strategy of recruiting more members – especially institutional members and servicing the community etc. The membership policy document which was prepared together with a few members of the Executive Committee has been finally completed and approved. Its implementation will commence from 2014.

One of the things the secretariat also looked at every closely was how to diversify our funding through different platforms and the exploration of raising funds through our sales of books, membership and setting up of a Friends of CODESRIA Fund. One of the things decided was that by the end of the year a few members of the Secretariat would be tasked with going on a fund raising campaign which would involve going on an outreach programme to meet some potential donors. This would enable the Council reach out to donors who have not heard of CODESRIA before or who have only a vague idea of what the Council does. Developing both a Communication and fundraising strategy documents are in progress as they are key to how we proceed in both our fundraising activities as well as the way we communicate as an organisation.

5.1.1   New Grant Agreements - funding

We finally signed our new grant agreements with our main donors SIDA, NORAD and DANIDA all effective in 2013. We had already signed new agreements with SIDA - South-South

Programme and activities have already begun under these programmes. Management is also anticipating receipt of funding for new projects.

Below is a table listing the donors and some of the funding secured in 2013. Some agreements run for a period of 2- 4 years.

Donor	Project	Amount
SAREC	Core Programmes	15 million USD (2012 – 2016)
SIDA	South – South	1,8 million USD (2013 – 2015)
NORAD	Core Programmes	3,5 million USD (2013 – 2016)
SIDA	Responsive Forest Governance Initiative	3,4 million EURO (2010 – 2014)
DANIDA	Core Programmes	1,2 million USD (2013 – 2016)
ACBF	Strengthening Leadership Capacity in Africa	2 million USD (2012 – 2015)
Carnegie Corporation of NY	Higher Education Leadership Programme	1,19 million USD (2012- 2014)
The City Council of Dakar	General History of Senegal	100 million FCFA (2013-2015)
Open Society Foundations (OSF)	Celebrations of the 50th Anniversary of OAU Charter	50 000 USD
UNESCO	Publications of books on violence and women in Africa	20 000 USD

DFG (German Government)	Africa N'KO Conference	55 000 USD
	Planning Meeting, project on the ICC and Africa	43 000 USD
Social Science Research Council		

5.1.2 On-going Grants

The Programmes still have a number of on-going activities dating back to 2010 and the main ones are as follows:
- "Strengthening Higher Education Leadership in Africa" funded by the Carnegie Corporation of New York – Period 2011 – 2014 (Grant Amount 1.193 million USD$),
- Responsive Forest Governance Initiative – RFGI-funded by Sida, which is a collaborative initiative of CODESRIA, University of Illinois at Urbana Champaign (UIUC), and the International Union for the Conservation of Nature (IUCN). The first phase of RFGI covers the period 2010 – 2013 (Grant Amount 3.1 Million EUR—all provided by Sida). RFGI has progressed considerably even though it started late. The final review workshop was held in April 2013. However, some of the researchers are expected to go back and do more field work, which would require additional funds. In terms of execution of the budget, at least 75% of the amounts have been paid. SIDA has granted an extension period up to December 2014 to enable the project to wrap up.

- **African Capacity Building Foundation (ACBF) – Strengthening Higher Education Leadership Capacity in Africa**

  Despite the late start-up of the project – October 2012–it has made a lot of progress in terms of implementation. The challenge for the implementation of this project has been the tedious rules and regulations as well as the numerous reporting deadlines and supervision missions required by the donor. As a result a lot of time which could have been dedicated towards the monitoring and evaluation of the project is spent writing the reports every 3 months and meeting with the units from the donors. However, despite all these challenges CODESRIA understands the importance of all these rules and regulations in the implementation of ACBF activities.

5.2. SIGNIFICANT EVENTS

The Council has finally changed its auditors. KPMG Senegal had been auditing the books of the Council for 5 years. Under the International Standards on Auditing (IAS's) it is important that an Organisation considers changing its auditors after a 5-year period for ethical and

independence reasons. It was also decided that for this new cycle, rather than sign a yearly contract with the auditors, we should consider signing for 3 fiscal years. This was also recommended by one of our main donors (ACBF).

The announcement for new auditors was sent out in September 2013 and 8 reputable audit and consulting firms in Senegal were pre-selected. At the end of the discussions of the proposals submitted by these firms, the Executive Committee chose Grant Thornton to be the auditors of CODESRIA for the year 2013, with the possibility of retaining the same audit firm for the next 3 years.

5.2 Administration and Institutional Development

- **Policy Documents**
  The Executive Committee and Secretariat have been working on strengthening the Council's institutional governance and as a result have been working on improving some of the policy and guideline documents and manuals. The Council already has a number of these documents in existence. However there are a number of key documents which still need to be developed. Some of the policy documents adopted some years ago also needed updating. Therefore in 2013 each of the programmes and departments of the Secretariat was required to draft/review policy documents related to its area of activity. The documents completed and approved by the Executive Committee are as follows:

  - ❖ Research Policy
  - ❖ Training Policy
  - ❖ Publications and Dissemination Policy
  - ❖ Collaborative Policy
  - ❖ Quality Assurance Policy
  - ❖ Membership Policy
  - ❖ Staff Training Policy
  - ❖ Travel Policy
  - ❖ Stock Policy

- **CODESRIA Friends Fund**
  CODESRIA has finally set up a Trust Fund called "CODESRIA Friends Fund" through the King Baudouin Foundation, which is a very reputable and well known organisation in Europe, the USA, Africa and other parts of the World. They have a large pool of donors and we could benefit more in signing with them than with smaller foundations. We also noted that despite the fact that their method of work is much stricter than most Foundations, their system of work is much more transparent and this is very important when it comes to using donor funds.

  An agreement was therefore signed with them in 2013 and management is expected to work very closely with them in terms of getting in touch with donors and raising funds. The advantage of working with such a reputable organisation is that they have the possibility of connecting CODESRIA with a large pool of donors, some of which may prefer to fund the Council directly rather than through Foundations.

- **CODESRIA Endowment Fund**
  Even though an agreement has been signed with the King Baudouin Foundation, the whole idea of registering an endowment fund is still under investigation. We have discussed this

with a lawyer based in the USA and he has given us the following list of issues that the Executive Committee and Secretariat will need to consider before finally setting up the Endowment Fund:

1. To legally register an endowment fund, a board of directors needs to be set up and at least half of the board members need to be American residents.
2. An administration unit needs to be set up in the USA to manage the accounts and tax returns of the fund. (This can also be outsourced to a lawyer in which case there will be a fee for it)
3. Annual external audits may be required depending on funds received.
4. We will need to make request for use of funds and they be approved before we can have access
5. We will need to justify that funds are used in accordance to donor requirements.

Given the high cost of getting a legal firm to advice and help register an endowment fund in the USA, CODESRIA was advised to work with a group of lawyers who do pro bono work for NGOs, research councils and other not-for-profit organisations. The group began working with CODESRAI in the course of 2013 and it is hoped that in the course of the year 2014 the investigations will be completed and a CODESRIA Endowment formally registered in the USA.

- **Online payment system**

CODESRIA has been trying to set up an online payment system for years now and the challenge has been that the PayPal Account which was identified as being the most popular and the most secure system was restricted from being used in countries like Senegal.

In 2013 the Secretariat decided to carry out a study on other online payment systems. This study proved to be very interesting because at the end of it the conclusion was that even though PayPal is the most popular of the online payment systems, it was not necessarily the most secure. With PayPal, its greatest benefit is also its major downside which is that all payments are instant and made without any control in 95 % of cases. PayPal accepts all payments first, and then checks them. This means that if there are fraudulent payments, they will all end up directly into the accounts of seller. There is nothing one can do about that, because it is clearly spelt out in the rules you have accepted and signed

The online payment system which was identify as being very good and having all the security measures in place to address possibilities of fraudulent activities, is called Moneybookers now known as SKRILL. One of the advantages of using this system for example is that a buyer must wait 3 days during which the system and the bank verify their identity following a first payment. Also, he/she must fax/email his/her personal details and answer a set of questions. Even though PayPal is free of all these impediments, these security measures are important for all sellers including CODESRIA.

The system has finally been set up and it is expected to go live – on the website in 2014. This facility would enable our members to pay their yearly subscription fees online and also allow people to buy books online or make donations to CODESRIA.

5.3 IMPROVEMENTS

- **Reorganisation of Office space**

Both the staff base and activities of the Council have been expanding gradually and because of that, the office space can no longer meet the needs of the Secretariat. Because of all these challenges, the Secretariat has been working on re-organising the office set up to enable a better working environment for the staff. This activity is still in progress and we are hoping that we will be able to have a very spacious and well-equipped reading room, a bookshop at the entrance of CODESRIA (this will increase its visibility relative to its location now at the back of the office) and a small cafeteria to allow staff to socialise more, which is important in every organisation.

- **Human Resources - Staffing**

In terms of staffing, during the year we have had two resignations, both positions under the Publications Programme - Managing Editor (English) and Bilingual Editor. The former left for family reasons (and still works with the Publications Department as a freelance editor), and the latter has been appointed to a higher international position. These positions which are both middle management positions had their vacancy announcements sent out in March 2013. In June 2013, the interview process was held with seven shortlisted candidates from different countries. The process of appointing right candidates to fill the positions is on-gong.

During the year, we have only recruited for two senior staff positions: Mr. Firoze MANJI as Head of CODICE, and Mr. Ato Kwamena ONOMA as Programme Officer in the Research Programme. All the other positions we have recruited for are temporary positions – internships. We shall be using interns to assist with work that used to be carried out by people in support staff positions until the council is in a much stronger financial situation to fill in the positions permanently.

The Deputy Executive Secretary position became vacant in September 2013 and the recruitment process has been launched and is at a very advanced stage.

6. **LOOKING AHEAD**

CODESRIA celebrated its 40th anniversary in 2013 and it is very odd that it still does not have a building of its own. The Council still operates from a rented building with the Government of Senegal paying 50% of our annual rent. Getting a new head office for CODESRIA is of paramount importance especially at this moment in time given the fact that it can no longer meet our needs as the staff base increases gradually in line with the expansion of our programmes and activities. The building is also quite old and a lot of funds go into its upkeep, maintenance and repairs.

The Secretariat is still working on accomplishing this goal as it is critical that the Secretariat acquires an office that it can call its own. The good things is that a lot of positive progress has been made in 2013 and discussions have taken place and are still in progress with the Government of Senegal and we have had very good feedback that the President of Senegal is expected to fulfil the promises made by the previous presidents by giving CODESRIA land to build its headquarters. The Secretariat is therefore very optimistic that it will be able to realize this dream of having a CODESRIA head office in a few years to come.

The year 2014 will be the year of the 14th General Assembly of CODESRIA, and the Assembly will be held in Dakar.