



**POVERTY AND ECONOMIC POLICY (PEP)
RESEARCH NETWORK**

AFRICAN OFFICE STRATEGY

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Table of Contents

1	Motivation and Context.....	3
2	Mission and Vision.....	3
2.1	Mission and objectives.....	3
2.2	The vision: a new philosophy of research.....	4
3	The Strategy	5
4	Activities	8
4.1	Support for research on poverty.....	8
4.2	The development of research with partners on specific topics	9
4.3	The Young Researchers Initiative.....	10
4.4	The Joint Research Initiative (JRI)	10
4.5	The use of PEP Africa capacity in Consultancy	11
4.6	PEP Training Schools	11
4.7	Dissemination	12
5	Fundraising.....	13
6	Governance, Administration and Organization	15
6.1	Institutional Home	15
6.2	Governance, administration and organisation.....	15
7	The 2008/2010 Agenda.....	18
Annex	Erreur ! Signet non défini.

1 Motivation and Context

The Poverty and Economic Policy (PEP) Network assists developing countries in their efforts to reduce poverty through better macroeconomic policies and micro-level interventions. This is pursued by the Network through its support and promotion of high quality and policy relevant research on poverty by developing country researchers. These researchers are in a better position to combat poverty in their own countries than external researchers. The goals and objectives of the PEP Network are achieved through its four closely linked programs: (1) Modeling and Policy Impact Analysis (MPIA); (2) Poverty Monitoring, Measurement and Analysis (PMMA); (3) Community-Based Monitoring System (CBMS); and (4) Policy Impact Evaluation Research Initiative (PIERI). PEP seeks to fully devolve its activities to developing countries, by fully operationalizing PEP scientific and administrative activities in Africa, Asia and Latin America. PEP Africa was conceived out of this devolution process. In the devolution process, PEP's growing African office already assumes responsibility for the administration of the MPIA and PMMA programs, and has also taken on all new projects in the PIERI program beginning in 2010. The African office also has the responsibility for developing new PEP initiatives in Africa, and has already begun organizing PEP Schools (intensive training workshops) and conducting commissioned studies.

The main objective of PEP Africa is to contribute to the creation of a critical mass of researchers who are well-trained and able to provide new ideas to African policy makers on how to enhance national and regional economic policies to face the development challenges confronting Africa at the beginning of the 21st century. In this sense, PEP will develop and implement an African strategy with the following main components:

- Establishing the institutional framework and human resources for the African office;
- Development of partnerships with African policy makers, researchers and donors;
- Effective dissemination of research results;
- Conception, fundraising and implementation of new research initiatives;
- Increased participation of African researchers in the activities of the international scientific community.

2 Mission and Vision

2.1 Mission and objectives

PEP Africa is envisioned to support the PEP in assisting African countries in their efforts to reduce poverty through better macroeconomic policies and micro-level interventions. Building on the work of PEP international, the objectives of PEP Africa include:

- a). Support high quality empirical, but policy oriented research on links between economic policy and poverty as a means to strengthen the capacity of African countries to understand the causes and consequences of poverty, as well as the welfare implications of macroeconomic policies and poverty reduction programs. There is emphasis on the need to build poverty research capacity in relevant

- government, academic and research institutions and encourage as much partnership as possible between these institutions.
- b). Improve the monitoring and measurement of poverty in African countries through the development of new, as well as tailored and sharpened concepts and methodologies that better capture the nature, extent, and depth of poverty at the local and national levels
 - c). Develop new methodologies, tools, and training materials for poverty analysis
 - d). Enhance the capacity of developing country researchers and practitioners in the modeling, measurement, analysis and monitoring of poverty, including the use of CBMS data.
 - e). Build a network of researchers, experts, practitioners and policymakers by linking research projects whenever possible to larger on-going development initiatives and through training, capacity building and mentorship programs.
 - f). Finally, the African office aims to encourage regional research initiatives and to connect together national stakeholders within and between geographical region for better exchanges of information and experiences.

2.2 The vision: a new philosophy of research

To help African economies face development challenges, PEP Africa's goal is to promote rigorous and relevant research for policy makers, local communities and civil society organizations. This means useful research that could aid decision makers in the formulation and implementation of policies to fight against poverty. To make its vision operational, PEP Africa will draw largely from the experiences of the MIMAP program and PEP International in the microeconomic analysis of poverty and inequality, and its expertise in the use of modelling and evaluation tools applied in the CBMS, MPIA, PIERI and PMMA programs. Just like PEP International, PEP Africa will encourage both quantitative and qualitative analysis of poverty. In other words, the vision of PEP-Africa is to promote both quantitative and qualitative research which would produce value added information that will inspire and guide policy makers to formulate effective and efficient policies for poverty reduction in Africa.

This vision could be summed up by this credo/quality statement:

PEP Africa: Research to Aid Decision Making for a Continent without Poverty

3 The Strategy

PEP Africa will fashion its strategies along the strategies and structure of PEP's four programs. New programs and initiatives will continuously be developed to keep up with emerging research trends and policy needs. PEP Africa will draw its resources from the pool of African researchers who have worked in these PEP programs. The details of the programs are as follows:

(1). Poverty Monitoring, Measurement and Analysis (PMMA)

The PMMA program seeks to develop high-quality national and comparative research, capacity, and new concepts and methodologies in measuring, monitoring and analyzing poverty. In particular, this program focuses thematically on, *inter alia*: Multidimensional poverty analysis, Public spending and its impact on poverty and equity, Growth and poverty dynamics, Intra-household allocation of well-being, Policy impact analysis. The overall goal of the PMMA program is to provide evidence-based policy influence through the application of sound analytical and econometric methods to data disaggregated at the individual and household level. These methods are at the core of a set of modern techniques currently used to understand well-being and poverty, measured in a broad sense, and the impact of research on policy. Through its PMMA program, PEP Africa specifically aims to:

- a) Enhance capacities of developing country researchers on poverty analysis and policy impact assessment
- b) Extend scientific support to developing country researchers through regular PEP training workshops, largely organized and conducted by Southern researchers and institutions and through the PEP mentorship program.
- c) Foster greater involvement of PMMA researchers in national and international policy debates on emerging macro and micro level issues
- d) Further mobilize resources to finance more policy studies on evolving macro and micro level issues
- e) Foster collaboration of PMMA researchers with PEP's other programs through joint research and training workshops

2). Modeling and Policy Impact Analysis (MPIA)

The MPIA program aims to develop high-quality national and comparative research, capacity, and new concepts and methodologies in the modeling and assessment of the impacts of macroeconomic policies and shocks on poverty and equity at the household and intra-household levels. Thematically, this program focuses on the poverty impacts of: growth patterns and policies, public spending (particularly on health and education); sectoral conditions and policies (notably in agriculture and textiles), globalization (e.g. trade reform, technology diffusion, migration, remittances, foreign investment, etc), and labor market conditions and policies. Through its MPIA program, PEP Africa specifically aims to:

- a) Enhance capacities of developing country researchers on modeling, and policy impact assessment.

- b) Develop modeling techniques to address poverty impact of macro policies and adapt these techniques to different national contexts.
- c) Extend scientific support to developing country researchers through regular PEP training workshops, largely organized and conducted by Southern researchers and institutions and through the PEP mentorship program.
- d) Foster greater involvement of MPIA researchers in national and international policy debates on emerging macro and micro level issues.
- e) Further mobilize resources to finance more policy studies on evolving macro and micro level issues.
- f) Foster collaboration of MPIA researchers with the other PEP programs through joint research and training workshops.

3. Community-Based Monitoring Systems (CBMS)

The CBMS program endeavors to promote informed and evidence-based decisions and public accountability in support of strengthening local governance by providing regular data on poverty and facilitating participation of various stakeholders in decision-making. The regular provision of national and local governments with up to date information for policymaking and program implementation is made possible through the development and institutionalization of a community-based poverty monitoring system (CBMS). This system is implemented by local researchers in close coordination with its targeted users: policymakers and program implementers; with the goal of eventually sustaining the proposed system at various geopolitical levels. Through its CBMS program, PEP Africa will aim to deepen its contribution towards evidence-based policymaking and better-targeted poverty interventions in developing countries through the use of community-based indicator systems and methodologies. In particular, it shall:

- a) Design community-based poverty monitoring systems that are appropriate to developing countries.
- b) Extend research support to national and international planning bodies in developing countries on the use of CBMS methodologies for the design and implementation of more targeted interventions to achieve poverty reduction and other related development agenda.
- c) Enhance the capacity of CBMS researchers to influence poverty reduction initiatives within countries using the CBMS indicator system and methodologies that were earlier developed.
- d) Develop an improved database for poverty analysis and policy-action research.
- e) Foster technical collaboration of CBMS researchers with MPIA-PMMA sub-programs through joint research and training workshops.
- f) Mobilize resources for scaling up and institutionalization of CBMS

4. Policy Impact Evaluation Research Initiative (PIERI)

The Policy Impact Evaluation Research Initiative (PIERI) encourages evaluations of programs related to poverty alleviation, notably human capital investments in rural areas. The advantage of a series of evaluation projects centred on a unified theme is that it

increases the external validity of findings beyond that of a single analysis and makes it possible for researchers from different countries to contrast and compare findings in order to draw out general results and identify country specificities. For this reason, it contributes to the accumulation of knowledge on the behavioural responses to incentives embedded in programs. Through its PIERI program, PEP Africa specifically aims to:

- a) Enhance capacities of developing country researchers in conducting rigorous experimental and non-experimental impact evaluations.
- b) Develop evaluation techniques to address the impacts of programs related to poverty alleviation and adapt these techniques to different national contexts.
- c) Extend scientific support to developing country researchers through regular PEP training workshops, largely organized and conducted by Southern researchers and institutions and through the PEP mentorship program.
- d) Foster greater involvement of PIERI researchers in national and international policy debates on emerging macro and micro level issues.
- e) Further mobilize resources to finance more impact evaluations.
- f) Foster collaboration of PIERI researchers with PEP's other programs through joint research and training workshops.

The role of the four programs will be reinforced in several directions:

- i. Training of new researchers
- ii. Promoting young researchers, through "the young researchers initiative"
- iii. Disseminating research results
- iv. Using PEP International expertise and the extension of its research and training activities
- v. Implementing Joint Research Initiatives (JRI) for fund-raising
- vi. Strengthening the relationships with policy-makers, and African civil society
- vii. Soliciting partners to work with them on specific themes.

This strategy will ensure that PEP Africa will have a comparative advantage in its environment. This advantage should be consolidated through a process based on the search for excellence and higher standards. Achieving this goal will be facilitated by:

- i. The use of new tools adapted to African economies in the field of poverty
- ii. A scientific rigor in analyzing problems
- iii. A support of quality for the researchers
- iv. Assessments based on competition to select the best

Ultimately, the objective is that PEP Africa becomes a recognised centre of excellence in the field of quantitative analysis applied to poverty and inequality issues. This quality label will be a major asset in the positioning strategy and competitiveness of the network.

THEMATIC AREAS

Though research programmes in PEP are currently methodologically based. Thematic research, drawing on the methodologies used in all of the current programs, will be given increasing prominence as the network matures. In view of the fact that themes and priority areas change very fast, new thematic areas will be identified as need arises

4 Activities

PEP Africa will be involved in the following activities.

4.1 Support for research on poverty

The four programs of PEP international will form the basis for providing scientific and financial support to PEP Africa researchers. Choice of research themes is based on thorough consultation with researchers, resource persons and policy makers. The choice of themes is also strongly influenced by what is going on in other international organizations or by donor initiatives. To face the challenges of quality, the relocation of the research will be done in accordance with PEP International's criteria. The research projects will also be assessed on the basis of these criteria. PEP Africa aims at expanding the thematic coverage gradually, building on past experience.

Within the four programs, the choice of specific research topics are made by the researchers themselves through literature review, knowledge of the important research and policy issues in their respective countries and discussions with local policy makers, other researchers and resource persons. Some flexibility is maintained where feasible to allow more experienced researchers to explore areas outside of these themes that may be of interest to the network in the future or that are of particular importance to a given country. However, researchers are generally encouraged to consider aligning their research activities within a few broad themes in order:

- To ensure that a critical mass of researchers are working on common issues to develop network interaction, even collaboration, and research of high international standards,
- To encourage comparative analyses across countries and teams,
- To encourage greater thematic and logistic co-ordination among the PEP programs,
- To provide systematic and focused training and technical assistance,
- To increase visibility of both the network and of its researchers, and ensure better dissemination to national and international policy analysts

The organization of research into four programs recognizes the importance of encouraging interaction between researchers in different countries working on similar issues and using similar or complementary research methodologies. However, efforts are made to maintain links among PEP programs. Formal or informal collaboration, particularly at the national level, allow researchers to benefit from each other's perspectives and expertise, as required to appropriately address multi-faceted poverty issues, while also collaborating on more practical issues: dissemination and links to policymakers, peer review and technical assistance.

The PEP programs have close links that justify their grouping within the umbrella PEP research network. Indeed, many of the same researchers have, in the past, been involved in several of these programs. All four programs share a common interest in studying poverty issues and their different viewpoints – micro, macro and community-based – are very complementary. Thus researchers in each of these programs learn from one another, particularly through annual general meetings, interaction at the national level and possible formal collaboration.

Much of the interaction between the three programs emerges naturally and informally as researchers come to appreciate the contribution researchers from other programs can make. Where researchers from different programs address similar issues with different methodologies, especially (but not exclusively) when they are in the same country, they are encouraged to include some comparative or joint research activities (and publications) in their respective proposals. Integration of research results from the different programs is also a major part of the preparation of policy recommendation papers and meta analyses involving resource persons and researchers.

To build capacity for PEP African researchers and enable them to compete globally, two measures are will be implemented:

- i) Encouraging collective projects with senior and junior researchers
- ii) Organizing training workshops that will allow them improve their proposals.

It is envisaged that there will be sub-regional focal points that will act as contact points for researchers. To start with, there will be three focal points: Western (Cameroon), Eastern (Kenya) and Southern (South Africa) Africa. At the sub-regional level, the research activities will be managed by a senior researcher, who will provide scientific and other logistical support at the focal point. The focal point of a region could be assisted by a resource person to elaborate concept papers.

4.2 The development of research with partners on specific topics

Parallel projects funded by development partners provide additional funding for PEP-related activities, researchers and resource persons. They also provide visibility for the network and its members and interaction with outside researchers. Presentation of research executed in parallel projects also enriches PEP network meetings. This may also be a stepping stone toward more substantial or core funding by the donor in question, as it gets to know the network better. This type of project can also be useful to allow more in-depth (e.g. cross-country) analysis of specific issues or the exploration of new themes and methodologies. These types of projects are generally most conducive to PEP's more senior researchers and, as such, may constitute a new challenge allowing these researchers to graduate to other sources of funding and increased influence. This fits well with PEP's goal of promoting the use of local researchers by outside institutions, particularly the World Bank and the IMF.

4.3 The Young Researchers Initiative

The goal of Young Researchers Initiative (YRI) is to contribute to young African researchers' capacity building. For the implementation of this initiative, calls for proposals will be organized, targeting all academic institutions in Africa, among students who are preparing their thesis. A first short list will select a relatively small number of candidates (ranging from 5 to 15). Successful applicants will receive support enabling them to significantly improve their proposals. The candidates who will pass through this second selection will be encouraged to present their papers at PEP international conference. The young researchers may also benefit from the PEP Training Schools and also from mentorship by senior researchers, through involvement in PEP funded projects as junior researchers.

4.4 Joint Research Initiatives (JRI)

PEP Africa will also adopt the joint research initiative mechanism from PEP international. The JRI is currently a key mechanism for seeking new financing and has been the focus of most of PEP's partnering efforts. The idea is to identify a relatively focused research theme within one of the PEP programs that could be further developed with outside funding. The theme can be proposed by the donor or a proposal developed by the PEP African Office. In the latter case, experts in the thematic area can be sought to take the leadership in the conception and overall coordination of the initiative. Once financed, JRIs are advertised in PEP's regular call for proposals as a special initiative with a predefined number (usually five to ten) of research grants to be awarded. Generally, a team of 2-3 experts in the thematic area take the leadership in the conception and overall coordination of and scientific support to the initiative: one person who is closely associated with the PEP network (e.g. a staff member, program committee member, resource person or past/current researcher) and at least one person who is located in a developing country. Administratively the project is fully integrated and managed as any other PEP project. For the donor, JRIs are an opportunity to support and become involved in a project with a clear output on an issue of their choice. The JRI must be fully integrated and managed as any other PEP project, although scientific support should be steered primarily by the coordinating team.

To fund these projects, a variety of cost-sharing mechanisms could be envisaged between PEP and donors.

- i. Assigned shares: PEP Africa and the external donor(s) would each pay a fixed share of the total cost per JRI.
- ii. Assigned projects: PEP and the external donor(s) would each pay in full for a fixed number of projects.
- iii. Project-specific vs. general costs: The external donor would pay the project-specific costs including the direct costs going to the research team, plus possibly the costs associated with the non-PEP members of the coordination team.

4.5 Commissioned studies

Foreign expertise is often used to study African issues instead of local expertise. There are many cases throughout the continent where research projects have been conducted by researchers from the North due to lack of visibility of African experts. PEP Africa aims to reverse this trend by introducing an “aggressive” strategy to ensure that the existing research capacities of African researchers in the network are more visible. A database with researcher’s bios, contact details, CVs and photos is available through the PEP web site and can be searched by individual African country, name and field of specialization. Organisations interested in commissioning studies will be encouraged to contact PEP Africa directly to identify teams of local and regional experts. Overhead on these studies will be used to finance core costs and other PEP Africa activities. The overall objective will be to enhance and promote the skills of African researchers in the network, rather than to make a profit for PEP Africa.

4.6 PEP Training Schools

PEP Africa has already launched the PEP Training School initiative. The training provided by PEP School is aimed at allowing the network to enhance its own capabilities and expand its workforce by training new researchers, especially young researchers, as well as experts from the administration. The Schools are intended to enhance the measurement, understanding and the monitoring of poverty for a better understanding of the use of policy for poverty reduction and increased equity in the distribution of resources and living standards.

The primary objective of the Schools is to strengthen national capacities for analysis of poverty and policy. They also aim to: (i) enhance the capacity of data producers to generate quality data and improve access to it; (ii) enhance the skills of researchers to assist policymaking and to interact with policymakers; (iii) raise the interest of policymakers for better-informed policymaking; (iv) foster national, regional and international networking in poverty analysis and policy influence; and (v) complement global research initiatives to which inadequate research capacity often inhibits poorer-countries researchers from participating.

The first training school took place in April 2008 and focused on techniques for modelling the microeconomic impacts of macroeconomic shocks and policies. This was delivered through three modes of learning, which are to be adopted for future training schools: e-learning, training workshop, and scientific assistance. E-learning aims at initiating participants to computable general equilibrium analysis models for analysis of microeconomic policies impacts and macroeconomic shocks. The training workshop brings together participants and the resource persons face to face on a campus. The objective is to give to participants a basic training in the construction and use of computable general equilibrium analysis models on policy impacts and macroeconomic shocks. The scientific & technical support to researchers is aimed at assisting the participants in the construction of computable general equilibrium models. This activity will help to strengthen the knowledge gained from the e-learning and the training workshop.

Future editions of the PEP School will be held in various regions of the African continent, beginning with one in South Africa in 2010 and another in CRES, Dakar in December 2010. Thereafter, the plan will be to have annual training schools for each region, depending on interest and availability of financing. Members of the adhoc committees in the respective region may, with the assistance of PEP Africa and PEP international be requested to prepare proposals for the PEP Training Schools in their regions.

One of the major challenges to the PEP Training School is financing. It is therefore very important to develop strategies and modalities to ensure financing, sustainability and expansion of the PEP Training School initiative. As in the first training school, researchers will be expected to pay to participate. However, taking cognizance of the difficulties of self financing for African Scholars, especially students, PEP Africa will explore the possibility of partnerships with institutions to provide scholarships. One strategy will be to approach institutions dealing with poverty and policy and interest them into sponsoring some candidates from their own institutions. Once financing for a target number (say two thirds of expected participants) is secured, PEP Africa will consider waiving tuition fees for the remaining participants as part of its capacity building objective. Partnering institutions will also be co-opted for endorsing/co-signing certificates for participants.

4.7 Dissemination

The dissemination of PEP research results to policy makers, civil society and development partners on the African continent is one of the very first priorities of PEP Africa. The objective of dissemination is to reach the national, sub-regional and continental policy makers and stakeholders in the poverty debate. In addition to the traditional dissemination channels (news bulletins, policy briefs, web site), sessions will be co-organized with partner institutions at their annual meetings or during major conferences in order to bring together research producers and users. In addition, partnership will be sought with institutions engaged in related research and policy for collaboration in PEP Africa National policy workshops. The collaboration is meant to create a framework for regular dialogue between development partners, policy makers and researchers concerning research results. These partnerships should also allow a greater involvement of the sub-regional and continental institutions in the choice and control of research programs in order to reinforce the relevance of the questions on which African researchers work. One example is a policy conference organized in Nairobi in May 2009. The conference featured studies by researchers from PEP and Young Lives Ethiopia, as well as a proposal for a Child Welfare Research Program in Africa. The workshop was funded jointly by PEP and the Eastern and Southern African Regional office of the IDRC.

In the long term, PEP Africa will also explore possibility of creating its own journal for dissemination of results. The role of such a journal will be to ensure a wider dissemination of results of research undertaken by PEP African researchers to the scientific community. The journal will also be open to researchers from the rest of the world, but could give priority to research from PEP. The journal would be expected to

contribute to the reinforcement of PEP Africa's reputation and visibility. However, publication of a journal is expensive and may not be feasible in the short term. For the medium term, PEP Africa will consider negotiating publication of a special issue with well-known economic journals. Within the Plan period, PEP Africa will focus on the following dissemination and marketing strategies:

- i. The creation of a website that announces the events and promotes PEP Africa products. This website will be connected to PEP International;
- ii. The exploitation of internet resources to establish a link between researchers and partners;
- iii. The active participation of the network members in meetings, conferences, symposia and other fora organized by other institutions;
- iv. The publication of non-technical summaries to make the search results more accessible;
- v. The publication of reports in the working papers of PEP international;
- vi. Initiation of letters and notes to policy makers to inform them about research results, focusing on relevant recommendations which would help in decision-making.

5 Fundraising

To start with, the seed funding of PEP Africa is from the consortium of donors funding PEP international. The PEP Africa office however has the mandate to chart out its own resource expansion strategy with substantial autonomy and is expected to pursue a number of other potential fundraising possibilities in Africa in close partnership with senior PEP researchers throughout the continent. This is very important because PEP Africa must eventually be able to stand on its own. The office must therefore continue seeking funding for the reinforcement of the synergy between researchers, research institutions, policy makers and other stakeholders. The willingness of donors of PEP international to continue funding PEP Africa will depend on strategies adopted by the African office to maintain high quality research and ability to convince donors that the quality standards of PEP international are maintained. While substantial decentralization is seen to be key to ensuring that Southern partners take up ownership and fully invest their energy in developing new initiatives, a commensurate effort will be required to provide support and coordinate these initiatives to ensure that PEP's hard-earned reputation is maintained and that all initiatives contribute to a healthy and efficient growth of the network as a whole.

The following procedure has been established by PEP international with respect to the launching of any new initiative. The initiator first discusses the initiative with the corresponding PEP co-director and program leader(s) to get their input. If the initiative is judged promising and there is a clear reason to believe that specific donor(s) may be willing to fund the initiative, a 2-3 page research idea is prepared and circulated to the PEP management committee for reactions and approval. When this is approved, possibly through consultation with members of the PEP program committee, generally following some revision, a full proposal is developed and again circulated to the management

committee for reactions and approval. Only at this stage is the proposal formally submitted to prospective donors. Following successful negotiations with the donor, the final version of the proposal is once again submitted to the management committee for approval before signing. The relevant PEP co-director is required to remain available throughout this process to respond to questions of the initiative leader as they emerge to ensure that it corresponds to PEP's overall quality standards and strategy. This strategy will be adopted by PEP Africa in addition to other fund raising strategies.

The adhoc committee meeting held to deliberate over a PEP Africa strategy in February 2008 invited possible development partners/donors for the meeting with the aim of interesting them into PEP Africa activities. Those who attended included IDRC (Dakar office), United Nations African Institute for Economic Development (IDEP), Swiss Cooperation and UNDP (See Annex 1). They expressed their willingness to support PEP Africa once a clear strategy is developed. Since these institutions are basically French based donors and may want to concentrate their financing on Francophone activities, it is important to interest possible donors to finance PEP Africa activities for English speaking researchers. The presence of AERC that is already receiving a lot of support from the potential donors for PEP Africa necessitates very careful motivation of any possible proposals for funding for PEP Africa. It would be in the interest of the two institutions to ensure complementarity rather than competition in research and other activities. It is also very important to be very clear what value added we bring with respect to existing institutions and projects. Though fund raising is primarily the responsibility of the director of PEP Africa, the sub-regional focal points will be expected to assist in fundraising activities.

There are a number of potential donors who have already been approached by the director of PEP Africa, working together with PEP international for funding for the next phase (2012-2015). These institutions include Africa Capacity Building Foundation (ACBF); African Development Bank (AfDB); Belgium-Directorate General for Development Cooperation (Belgium); CIDA(Canada); Danida (Denmark); Agence Française de Développement (AFD-France); Irish Aid (Ireland); Ministry of Foreign Affairs (Netherlands); Norwegian Agency for Development Cooperation (NORAD - Norway); Agencia Española de Cooperación Internacional para el Desarrollo (AECID - Spain); DFID (United Kingdom); Swedish International Development Aid Agency (SIDA-Sweden) and the African Development Bank (AFDB). For some of these organizations, no commitment has been made on funding but initial contacts have been promising. Almost all of these donors attended the 8th PEP general meeting in Dakar in June 2010 and a number of new donors expressed interest in partnering with PEP.

For some of these institutions, PEP Africa may soon need to prepare funding proposals. The director of PEP-Africa will identify senior researchers who can prepare proposals for fundraising and also follow up with institutions within their subregions, with inputs from the director of PEP Africa. This is in cognizance of the fact that the administrative office/PEP director will need substantial help in all areas of PEP (research and training activities) excluding administration. Senior researchers in the region are expected to play a key role in the growth of PEP-Africa and serve as focal points for specific initiatives.

These focal points should be given as much flexibility and freedom as possible to allow them push the PEP Africa agenda forward. The activities of the focal points and the PEP Africa office must be as complementary as possible.

It is expected that PEP Africa will gradually handle its fundraising increasingly independently of PEP International. This transition will however need to be managed very carefully to avoid any possible loss of donors due to the transition. PEP Africa will also need to look out for other possible sources of financing, outside the above institutions, taking into account that donors occasionally shift their financing priorities, opening up new opportunities for funding.

6 Governance, Administration and Organization

6.1 Institutional Home

PEP Africa is currently hosted by the Consortium pour la Recherche Economique et Sociale/ Economic and Social Research Consortium (CRES). CRES is a research institution at the Cheikh Anta Diop University in Dakar, Senegal. It is composed of a group of lecturers/researchers from various disciplines: economics, law, quantitative techniques and sociology. The Centre's missions are to:

- Contribute to strengthening research and analytical capacities in economics and social sciences in Senegal and in the rest of Africa.
- Promote high-quality expertise to help in taking decisions on economic and social questions
- Encourage research-training programs in economic and social domains.
- Participate in the scientific activities and influence of the university.
- Develop partnerships between university researchers, government experts and development assistance and cooperation institutions.

CRES has hosted PEP's African office since early 2006. CRES staff also led the MIMAP national project for Senegal beginning in mid-2000. In this context, they hosted and helped organize PEP's third general meeting in June 2004 and in June 2010. CRES staff has a long history of close collaboration with researchers at CIRPÉE. The possibility of PEP Africa having an independent legal status will be monitored on an ongoing basis.

6.2 Governance, administration and organisation

Two main organs will be in charge of the management of PEP Africa: the PEP Africa office, headed by a Director, and PEP program committees. In addition, resource persons will play a critical role in scientific support and guidance to researchers.

6.2.1 Administration

As PEP international increasingly transfers responsibility for parts of the PEP network to PEP Africa, African and other southern resource persons and researchers will be expected to play a leading role in providing scientific support to PEP researchers. African researchers will also take the lead in the design and implementation of PEP training

activities in Africa. The role of program leaders will be passed on to leading southern researchers as suitable candidates are identified. In the long term, PEP International and other Northern researchers will primarily play an advisory role to ensure that PEP Africa researchers continue to have direct access to ideas and methodologies emerging in Northern research circles.

Administratively, PEP Africa is already established, though the office works closely with PEP International. The African office is staffed by the African office director, Abdoulaye Diagne; a PEP co-administrator, Aissatou Diop; and two administrative assistants, Awa Diop and Céline Ndène. The African office director is responsible for overseeing all aspects of PEP's African office and notably for developing new research and capacity-building activities in the region.

The PEP African office administrator, is responsible for the administration of the MPIA and PMMA programs, and, beginning in 2010, all new projects in the PIERI programs. This involves: preparing and finalizing contracts with researchers and donors; developing new administrative procedures (documented in the PEP grants manual or PEP manual of administrative procedures) as required; assisting in the organization of PEP general meetings; following PEP proposals and projects through all stages of evaluation and execution; maintaining and updating the PEP web site; preparing and updating PEP promotional material; and preparing activity reports. The inception of the PEP Africa's administrator in early 2006, was a major step in PEP's devolution strategy, as MPIA and PMMA activities were previously administered principally at PEP's CIRPÉE office. The administrator also contributes to the administration of the CBMS program, notably in relation to the African CBMS researchers. A first administrative assistant was hired in 2007 to help out in the organization of PEP's 2007 general meeting in which the African office played a major organization role. A second administrative assistant was hired in 2010 to help with the growing responsibilities and initiatives of PEP Africa. The administrative assistants support the administrator with the regular administrative activities of the Office. Finally, PEP's French-language editing is conducted by Boubacar Dia, who is a member of staff of CRES.

Membership of PEP Africa will include: Researchers who have previously participated in the activities of MIMAP and PEP International; and African scholars who will participate in future activities of PEP International or PEP Africa.

PEP Africa however needs to concentrate more on exploiting its strength to build its institutional and administrative structure. There is also an urgent need to identify more donors who share PEP Africa ideas and who are willing to support research activities in Africa. Furthermore, it is important to push the PEP Africa implementation strategy in order to keep the vision of PEP Africa visible. It is also important to ensure that PEP Africa is a broad-based network where both French and English speaking countries will be represented and fully participate in the development initiatives. It is observed that the French speaking countries are currently disproportionately represented.

In a PEP African strategy development meeting held in Dakar in early 2008, the ad hoc committee recommended that a full time deputy director be hired to assist the director in everyday affairs and help stimulate PEP Africa activities. The need for a full time deputy director was however reviewed thereafter and at a meeting held during the 8th PEP general meeting, it was agreed that senior researchers would be adequate to assist the director in developing specific activities.

6.2.2 PEP Africa Committees

Program leaders and program committees

As programs are established and funded in Africa, each program will have a leader who will be responsible for providing scientific guidance and supervision to the program. The program leaders will be responsible for identifying thematic priorities, evaluation of all proposals and reports, and coordinating the scientific support and research activities of their respective programs. Each program leader will be assisted by a program committee who will assist the program leaders in the reviewing of proposals, reports, and working papers, as well as providing scientific and technical support to PEP projects. These committees will be formed on a case-by-case basis, often in consultation with the specific funder(s). Typically, they will be composed of 4 members: 1 African program leader, 2 other African experts and 1 international expert. Efforts will be made to ensure linguistic, geographic and gender balance in these committees. The program committees will generally only meet during PEP Africa meetings, although ad hoc consultations can be organized as required.

PEP Africa program committee

The PEP Africa program committee will be composed of all of the members of the different program committees. This committee will be responsible for advising on the approval of all proposals and reports presented at PEP Africa meetings, as well as the basic scientific orientation of the PEP Africa network. The PEP Africa program committee will generally only meet during PEP Africa meetings, although ad hoc consultations can be organized as required.

PEP Africa Management Committee

A PEP Africa management committee will be composed of the director of PEP Africa and the program leaders. Its mandate will be to give overall direction to PEP Africa and to approve all new initiatives. The management committee will meet in person or by teleconference roughly every three months.

6.2.3 Resource persons

Resource persons play a critical role in providing scientific support to PEP teams, as well as contributing to collaborative and fundamental research activities. PEP Africa will inherit resource persons from PEP international in the short term. These resource persons range from university professors to policy makers, with commensurate responsibilities. The allocation of support activities among resource persons will be coordinated by the PEP Africa director in consultation with program leaders based on the expertise,

availability and interests of individual resource persons. In the long term, PEP Africa will endeavor to identify its own resource persons, with the aim of using local expertise as much as possible. Northern experts researching on African issues will be expected to continue playing a role as resource persons where there may be capacity gaps. Africans in the Diaspora with requisite research expertise will also be used as resource persons as much as possible.

7 The Agenda

The key initial focus of PEP Africa is:

- a) To enhance African ownership and participation in network administrative, scientific and governance activities.
- b) To seek greater financial sustainability and possibly network expansion through localization and diversification of donors/partners.
- c) To increase involvement of African researchers in important policy debates on poverty issues at the national, regional and international levels. This involves both the dissemination of research and consultation with policy makers and other research users in the conception and execution of new research.

Key activities planned for a first stage include:

1. Organization of PEP Schools in West, East and Southern Africa eventually covering techniques used in all four of PEP's programs.
2. Organization, with funding from an external sponsor, of regional policy conferences gathering together a critical mass of researchers with completed PEP projects on a given topic.
3. Securing funding to launch one or more new research initiatives in Africa within PEP's four program areas.