



Poverty and Economic Policy (PEP) Research Network

Governance

April 1, 2009

1. INTRODUCTION

The Poverty and Economic Policy (PEP) Research Network was launched jointly by the Angelo King Institute (AKI, De la Salle University, Philippines) and the Centre Interuniversitaire sur le risque, les politiques économiques et l'emploi (CIRPÉE, Université Laval, Canada) in 2002. Its mission is to establish a global network of developing country researchers with the skills and reputation to participate in and influence national and international policy and research debates on poverty issues.

PEP currently runs four major research programs:

- **Poverty Monitoring, Measurement and Analysis (PMMA):** Assists researchers in developing and applying analytical tools to monitor, measure and analyze poverty
- **Community-Based Monitoring System (CBMS):** Helps researchers to develop and institutionalize community-based poverty monitoring systems in developing countries
- **Modeling and Policy Impact Analysis (MPIA):** Supports researchers in constructing and using micro-macro models to study the impacts of macroeconomic shocks and policies on poverty
- **Policy Impact Evaluation Research Initiative (PIERI):** Assists researchers in designing and evaluating policies and interventions to encourage human capital investments.

PEP also has four regional offices:

- **Africa:** Consortium pour la recherche économique et sociale (CRES, Dakar)
- **Asia:** AKI (Manila)
- **Latin America:** El Grupo de Análisis para el Desarrollo (GRADE, Lima)
- **North America:** CIRPÉE (Québec)

Funding for the PEP network is provided by the Australian Agency for International Development (AusAID), the Canadian International Development Agency (CIDA) and the International Development Research Centre (IDRC).

This document outlines the governance structure of the PEP network.

1. MANAGEMENT COMMITTEE

- 1.1. The MC is responsible for the overall management of the PEP network. It is the ultimate decision maker.
- 1.2. The PEP management committee (MC) is composed of the director general (chair), deputy director general, regional directors, program directors, and the president of the program committee.
- 1.3. The MC meets – in person or by tele/videoconference – at least once every three months.
- 1.4. All important new initiatives are first submitted to the MC by the director general. The director-general is informed by the deputy director-general, the program directors and the regional directors of their respective important new initiatives and determines which of these are to be submitted to the MC.

2. DIRECTOR GENERAL

The PEP network is led by a director general (DG) according to the following guidelines.

- 2.1. The DG bears is responsibility for the overall leadership of the network. The DG is also responsible for fundraising, for representing PEP in international policy and academic circles and for preparing all major strategic documents and decisions.
- 2.2. The DG is the chair of the MC and can delegate other members of the MC to represent PEP as needed or desirable.
- 2.3. The DG sends monthly reports to the MC on important developments and obtains approval, on a no-objection one-week delay basis, from the MC before undertaking any major new initiatives¹. The DG prepares a program of work and briefs on all new important strategic issues for approval by the MC and discussion with the DCG.
- 2.4. The DG coordinates and provides advice to regional and program directors on an ongoing basis.
- 2.5. The DG is assisted by a Deputy Director General².
- 2.6. The DG is recruited through an open and widely disseminated job posting. The selection of the DG is the responsibility of the MC. A recruitment committee is constituted to interview and propose candidates. It is composed of the president of the program committee, as well as one regional director and one program director, both nominated by the MC. The DG should have strong strategic, fund raising, decision-making, management and people skills. The DG must be fluent in English. Fluency in French and/or Spanish would be an asset.
- 2.7. The mandate of the DG is for three years, once renewable.

3. DEPUTY DIRECTOR GENERAL

- 3.1. The DDG is responsible for the daily management of PEP activities in particular for ensuring that all PEP activities have been assigned and are being implemented on schedule.
- 3.2. The Deputy Director General (DDG) is selected by the MC among PEP regional directors.
- 3.3. The DDG operates under the authority of, and reports at least once per week to, the DG.
- 3.4. The mandate of the DDG is for three years, once renewable.

4. REGIONAL DIRECTORS AND OFFICES

- 4.1. PEP has regional offices in Asia, Africa, Latin America and North America, each led by a regional director.

¹ (Non-limitative) examples of major new initiatives would include launching a new program, organizing a major regional or global conference, offering a new training program, etc.

² At a future stage, when budgets permit and the workload justifies it, the director general and deputy director general would be assisted by a director of research and a director of training. The director of research would be responsible for overseeing all scientific activities, in particular monitoring and providing advice to the program directors on an ongoing basis. The director of training would be responsible for overseeing the development and the operation of PEP schools and capacity-building operations at the global level. Efforts would be made to fill these positions with Southern-based individuals. It is possible that workload and budget may justify a situation in which the same person is both a regional director and a director of research or director of training. The director of research and the director of training would be members of the PEP management committee and program committees.

- 4.2. Each office is responsible, together with the PEP director general, for developing new training and dissemination activities and, in coordination with program directors, new research activities in the region.
- 4.3. Once established, leadership of new regional research activities is integrated into an existing program, under the leadership of its program director, or becomes a new program.
- 4.4. Once established, leadership of regional training and dissemination activities is the joint responsibility of the regional office, the DG and the DDG.
- 4.5. Regional offices are also responsible for providing support to, and handling administrative tasks for, existing program activities in the region on request by program directors, the DG or the DDG.
- 4.6. Each regional office also shares responsibilities for some PEP-wide activities under the decisionary authority of the DG: organization of PEP general meetings and regional events, administration of programs, etc. This sharing of responsibilities is determined by the DG in consultation with the regional directors.
- 4.7. Regional directors can represent PEP with regional funding bodies.
- 4.8. Regional directors operate under the authority of, and reports at least once per month to, the DG. They must submit any important initiative to the DG for prior approval. The DG then determines whether it should be submitted to the MC for approval.
- 4.9. On the recommendation of the DG, each regional director is nominated by the MC. The mandate of the regional director is for three years, twice renewable, subject to funding.

5. PROGRAM DIRECTORS

- 5.1. Program directors (PD) are responsible for the scientific leadership of their respective programs. In particular, they identify thematic priorities, make final decisions on the approval of all proposals and reports, and coordinate the scientific support and research activities of their respective programs.
- 5.2. When a new program that does not directly correspond to an existing PEP program is successfully funded for at least five research grants, it can become an independent PEP program with its own PD and program committee.
- 5.3. PDs operate under the authority of, and required to report at least once per month to, the DG. They must submit any important initiative to the DG for prior approval. The DG then determines whether it should be submitted to the MC for approval.
- 5.4. On the recommendation of the DG, each PD is nominated by the MC. The mandate of the program director is for three years, renewable one time, subject to funding.

6. PROGRAM COMMITTEES

- 6.1. Program committees (PC) provide scientific advice to program directors in the development and implementation of the activities of their respective programs, as well as providing recommendations to the PDs in the selection of proposals for funding and the approval of final research reports.
- 6.2. Each PC is composed of four members: the program director, an Asian representative, an African representation and one international expert. Efforts are made to have an international expert from Latin America in at least one PC. In the case of future regional programs, a more regionally-focused PC composition could be considered.
- 6.3. PC members are selected by the PEP program committee for a mandate of three years, once renewable.

7. PEP PROGRAM COMMITTEE

- 7.1. The PEP program committee (PPC) is the union of all program committees.
- 7.2. The PPC is responsible for providing advice on the overall scientific orientation of the PEP network.
- 7.3. The PPC also provides advice and recommendations on strategic issues, such as fundraising and governance, as requested by the MC.
- 7.4. The PPC normally meets only during PEP general meetings.
- 7.5. The DG and DDG are ex-officio members of the Program committee.
- 7.6. The president of the Program Committee is elected by the members and cannot be one of the ex-officio members.
- 7.7. The PPC meets with the DCG once during the PEP general meeting.

8. DONOR CONSULTING GROUP

- 8.1. PEP's director general discusses with the donor consulting group (DCG) PEP's program of work, budget, overall strategic orientation and governance, as well as the nominations of the director general, deputy director general and all regional and program directors. The DCG also provides support, where possible, to the director general's fundraising activities.
- 8.2. Donors providing central funding³ equivalent to at least \$US 50,000 annually for a period of at least three years have a seat on the DCG.
- 8.3. The DCG meets – in person or by tele/videoconference – with PEP director general no less than twice a year. Minutes of this meeting are provided to all members of the management committee.
- 8.4. The DCG meets with the program committee once during PEP general meetings.
- 8.5. As the scale of PEP's operations and the number of its donors increase, consideration will be given to the formation of a board composed of a mix of donor representatives and external personalities.

³ "Central funding" is defined as funding that serves the whole of PEP activities and is not earmarked for specific activities (which we refer to as "program funding").

Organigram of the PEP network

