

**Development Policy Management Forum
Strategic Plan
2011-2013**

(Condensed Version)



**Institutionalizing Democracy & Deepening Democratic
Governance in Africa**

ACRONYMS

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| AAPS – | African Association of Political Scientists |
| ACARTSOD – | African Centre for Research and Training in Social Development |
| A | African Capacity Building Foundation |
| AFSTRAG – | Africa Strategic and Peace Research Group |
| AGI - | African Governance Institute |
| AISA – | African Institute of South Africa |
| AU- | African Union |
| CENSAD – | Community of Sahel- Saharan States |
| CODESRIA – | Council for the Development of Social Science Research in Africa |
| COMESA – | Common Market for Eastern and Southern Africa |
| CSOs – | Civil Society Organizations |
| EAC – | East African Community |
| ECOWAS – | Economic Community for West African States |
| IDEA – | International Institute for Democracy and Electoral Assistance |
| IDRC – | International Development Research Centre |
| IGAD – | Inter Governmental Association for Development |
| NEPAD- | New Partnership for African Development |
| NGOs – | Non- Governmental Organizations |
| OSSREA – | Organization for Social Science Research in Eastern and Southern Africa |
| RECs – | Regional Economic Communities |
| SADC- | Southern Africa Development Community |
| SIDA – | Swedish International Development Agency |
| UN – | United Nations |
| UNDP – | United Nations Development Program |
| UNECA – | United Nations Economic Commission for Africa |

Introduction

The Development Policy Management Forum (DPMF) is a Pan-African non-governmental organization specializing in public policy and public administration research and capacity building. It was founded in 1995 in Addis Ababa, Ethiopia and operated there until 2007 when it moved to Nairobi, Kenya.

Its members are individuals and institutions involved with the different aspects of policy making process as well as applied social research in Africa. The DPMF works to create links between these constituencies in order to improve the quality of public policy and deepen democratic governance.

Of particular interest is the importance the DPMF attaches to understanding power dynamics and how these shape policy outcomes; this is an explicit recognition that policy is not neutral. Thus one of the key roles of the DPMF is to elucidate by original comparative research and critical analysis of existing literature the 'nature of the state' in Africa. In other words, understanding the key constituencies that hold power that contest power and that are excluded from it and in this way clarify the opportunities and risks of democratization. Thus the research orientation is to try to identify links between development policy and state-building/peace-building strategies.

This Strategic Plan, which cover the period 2011-2013, discusses how the DPMF plans to position itself, strategically, in order to deliver its mandate better. It reflects and builds on the experience of implementing the previous Strategic Plan (2007-2010) and introduces a concrete and innovative agenda for the next 4 years. However, once again the challenge of resources is a critical constraint a point which was emphasized in the previous plan where it was observed that:

“DPMF is owned by its stakeholders who understand its core business. While programmes can be enhanced by improved monitoring and evaluation, the outstanding issue facing DPMF is that of inadequate resources which interferes with DPMF’s governance and structures. If the issue of resources is not adequately addressed, DPMF will slowly degenerate and will limp along....Against the backdrop of its Pan-African role, a realistic plan of action needs to be developed.”

The Strategy covers three areas under DPMF’s mandate:

1. Research in five thematic areas: democratic governance, conflict and peace-building, regional integration, civil society and leadership and civil service reform. These five themes are also DPMF’s core business focus.
2. Capacity-building.
3. Information dissemination through various publications.

Over the period 2007-2010 despite setbacks the DPMF has achieved important milestones including the move from Addis Ababa to Nairobi, the establishment of a Resource Centre, the successful conclusion of two major projects on Social Policy and Land Policy and the recent recruitment of a Programme Officer to give substantive support to the Director in the implementation of DPMF’s research agenda .As information dissemination is a part of its mandate, DPMF will also endeavor to review its management information system and current marketing strategies. Furthermore, DPMF will endeavor to track progress on the implementation of programmes and activities through continuous monitoring and evaluation against the backdrop of expected results.

DPMF will also endeavor to provide knowledge and sound information for more informed decision-making.

Through building the knowledge and technical capacity of both senior policy makers and civil society leaders on critical issues of governance, conflicts and regional integration, DPMF will deepen the democratic process by supporting the efforts of these two stakeholders to bring about change in their respective countries.

DPMF AT A GLANCE

VISION: A peaceful, democratic, regionally integrated Africa which is also developed economically and socially.

MISSION:

- To strengthen the institutionalization of the democratic process
- To deepen democratic governance
- To enhance the institutional capacity for development of policy in sub-Saharan Africa.

CORE BUSINESS FOCUS

By 'Institutionalizing Democracy and Deepening Democratic Governance in Africa' DPMF means it will consolidate democracy in Africa's development processes by focusing its research and capacity building activities around five thematic areas: democratic governance, conflict and peace-building, regional integration, civil society and leadership and civil service reform.

DPMF's STRATEGY FOR ACHIEVING SPECIFIC THEMATIC GOALS / PROGRAMMES

Research: The purpose of DPMF's research is to carry out in depth research whose findings are expected to help policy makers and civil society to think critically about public policy and enhance the capacity of stakeholders in the policy making process to conceptualize and understand complex public policy problems and develop indigenous solutions. A critical means to this goal is to promote the work and insights of local social scientists. The comparative research which DPMF undertakes contributes to a broader sub-regional and continental perspective of development policy issues and the impact of regional integration and interdependency on national policy options and strategies and vice versa.

Capacity Building and Training: To build institutional capacity so that stakeholders can participate in policy dialogues, DPMF organizes two kinds of workshops. The first, 'Sensitization Workshops', are for senior policy managers from organizations in the sub region and from specific individual countries. Then there are separate workshops for policy makers / implementers and civil society leaders aimed at developing strategies, policies and practical programs to sustainable peace in post-conflict communities. DPMF believes that capacity building will enhance the democratic process, deepen regional integration and improve the efficiency and effectiveness of development policy management. DPMF has also been facilitating the creation of various networks.

Knowledge Dissemination & Management: This is an integral part of DPMF's program of consolidating and institutionalizing democratic governance. Information is disseminated through various types of publications: books, DPMF tri-annual bulletin, policy briefs, occasional papers, workshop reports, online newsletter, conference proceedings and a roster of African experts in the field of development management. DPMF's website (<http://www.dpmf.org>) is regularly updated to provide up-to-date information about the activities of the organization and full-text documents of its publications (with the exception of books).

Quality Control for Research: *To ensure the production of quality research, DPMF:*

- *Uses an expert 'selection committee' that vets all the research proposals*
- *Monitors and evaluates the research process carefully*
- *Organizes workshops to discuss research findings with other researchers, policy makers and Civil Society Organizations (CSO's).*
- *Publishes the emerging reports in books or presents the results in policy briefs.*
- *DPMF seeks feedback so as to generate knowledge that is relevant, credible and legitimate when the entire research process ends.*

OPERATING PRINCIPLES & STRATEGIES

In order to address issues of democratic governance relevantly, DPMF:

- Builds the capacities of institutions
- Delivers high quality research
- Disseminates information through publications: policy briefs, books, websites, annual reports and conferences
- Forms partnerships with policymakers, civil society and scholars.
- Prioritises problematic issues
- Uses local knowledge to build useful, extensive networks

OBJECTIVES

DPMF's general goal is to enhance institutional capacity for development policy management within the framework of good governance and the democratization process taking place in sub-Saharan Africa. There are also four specific objectives:

- To provide a forum for discussion and assessment of the institutionalization of democracy and good governance;
- To provide training in good governance, post-conflict peace-building and build the capacity of civil servants, politicians, judicial and security officials and CSO's so that they can improve the way they make and implement policies;
- To undertake comparative policy oriented research for use by policy makers, CSO's and the scientific (academic) community.
- To provide a means of communication on institutional development issues and on conflict management which responds to the current needs of researchers and practitioners in Africa;

GUIDING VALUES

- **Professionalism:** DPMF will value excellence, work systematically, set and keep high performance standards. Accountability: in its actions and in achieving results within our spheres of control
- **Transparency and openness:** DPMF will expand its knowledge base by being open, create, and allowing decisions and the status quo to be challenged.
- **Sensitivity:** DPMF believes that there is more than one way to look at the world and that the diversity of views, experiences, skills, capabilities and beliefs enriches work.
- **Participation and Inclusiveness:** DPMF will improve the quality of decisions by actively involving people in the decision-making process. It will also make sure that decisions are supported.
- **Resourcefulness:** DPMF will always strive to do more with less.

GOVERNANCE

DPMF has a three-tier structure:

- a) A General Assembly made up of the Forum's members;
- b) Eight elected board members and the Executive Director as a non-voting member;
and
- c) A Secretariat based in Nairobi.

The General Assembly meets every two years to, among other things, elect board members. The board members, who are expected to meet once annually, are tenured for two years to represent four regions of the continent: i.e. east, west, central and southern regions. Tenures are renewable once.

Presently, the Secretariat includes the Executive Director, a Programme Officer, a Communications Officer, a Part-Time Accountant, an Administrative Assistant, five Research Assistants, an Office Assistant and a Security Guard. There is also provision for a Library Assistant to manage the Resource Centre and from time to time a number of interns who act as research and/or programme assistants. Staffing is directly related to the level of project funding. Recent funding has enabled the recruitment of a full time Programme Officer.

DPMF'S COMPETITIVE EDGE

The DPMF's value-added, by comparison with other similar institutions is as follows:

- Unique expertise and strength in both comparative research and capacity building of CSO's and policy makers in the area of contemporary governance plus the challenges facing the African continent;
- DPMF is the main organization in Africa that links social science research directly to policy;
- DPMF has a reasonable capacity and experience in facilitating debates amongst networks and consortia of research and development partners in its five areas of focus;
- DPMF's expertise in policy analysis is growing;
- DPMF has unique databases on experts in its five focus areas and considerable material/ literature from comparative research.

Achievements

1. DPMF has developed a unique strategy that brings together three critical groups in African countries: policy makers, CSO leaders and researchers and provides an independent forum for these groups to:

- Exchange views and perspectives on critical issues on democracy and development
 - Receive (from DPMF) the latest scientific data and knowledge on the critical issues of concern to them
 - Be trained (for policy makers only) on developmental challenges as African nations attempt democratic governance.
2. DPMF has successfully undertaken comparative research on some important and critical issues along its five thematic areas.
 3. DPMF has undertaken important capacity building programmes for policy makers at both the regional (involving six States of Ethiopia, Kenya, Tanzania, India and Brazil) and the sub-regional (from SADC, EAC and IGAD) levels.
 4. DPMF has developed partnerships and expanded its network to include
 - i. major regional intergovernmental organizations, various UN agencies, the major African social science organizations and many national organizations in Eastern, Southern, Western and Northern Africa;
 - ii. governments of South Africa, Kenya, Tanzania, Uganda, Ethiopia, The Sudan, Senegal and Nigeria
 5. With the help of NEPAD, DPMF has established a major Pan-African Network – The Africa Management Development Institutes Network (AMDIN) - currently based in South Africa. In addition we have been actively involved in the creation and establishment of the African Governance Institute (AGI) supported by the AU and the UNDP as well as the African Forum for the Former African Heads of States

To accomplish its mandate the DPMF relies on three major resources; its staff, its network and its budget. However, given the financial resources available much work has been done with very limited staff through outsourcing and often with the use of interns and junior researchers. In order to consolidate its work programme and maintain a high standard of policy relevant research the DPMF will endeavour to recruit a full team of qualified research and administrative staff. As envisaged in the 2007-2010 Strategic Plan the positions Programme Officer has been filled. It is expected to recruit a Resource Mobilization Officer in 2010.

Budget: DPMF will access resources for its programmes from: the private sector, foundations, trusts and philanthropists within the region. Governments in the region will also be approached for their commitment and support.

Strategic partnerships: Some of DPMF's key partners include:

- AU, NEPAD, RECs – EAC, IGAD, COMESA, SADC, ECOWAS, CENSAD, UNECA, UNDP,
- African Governments (parliamentarians and Civil Servants),
- Donor Agencies, (UN, Ford Fondation, IDRC, SIDA etc.)

- Major Regional African Research Organisations such as CODESRIA, OSSREA, AFSTRAG, AAPS, IDEA, AISA, ACARTSOD, National NGOs/CSOs working on Conflict, Governance, Regional Integration, Gender and on CSOs.

DPMF will continue to strengthen and to seek cost sharing opportunities with its wide range of regional and national partners.

With these resources, DPMF expects to enhance its relevance in the region and to improve the quality and quantity of its research work. DPMF will also develop its information management system and forge stronger ties with strategic partners.

The following outcomes will also be expected: Improved policy debates on DPMF's 5 areas of work, improved governance in CSO's and government, increased efficiency in policy making and implementation, increased access to knowledge for stakeholders.

EXPECTED CHALLENGES:

Many global changes have a direct bearing on DPMF's programmes, agenda, role and mandate. While changes may be accompanied by new opportunities, it is expected that there will be challenges. Some of the factors and trends that are likely to have a profound influence on DPMF's programmes include:

- The highly complex, dynamic and uncertain conditions that come with poor environmental policies in transforming societies threatens the transfer and survival of the knowledge generated by DPMF.
- Major changes in political direction of donor countries and consequent changes in their priorities may lead to marginalisation of the work and importance of knowledge based NGOs / CSO's especially those that are critical to on-going internal and external development policies
- Foreign donors, who tend to dominate the entire space of research-based NGOs/CSOs, sometimes make unreasonable demands and expectations on their donations without necessarily appreciating the difficulties and complexities involved in the transfer of knowledge in the African context. Such demands pose challenges for DPMF and other similar organizations.

Proposed Five-Year DPMF Activities (2010-2014)

Research Programmes

1. **2010:** Continuation of the on-going research and publication on Land Policy Development & Governance in Kenya & Political Culture of African States
2. **2011:** The Youth in East Africa

- An in-depth survey of the socio-economic and political conditions of the youth.
 - Middle Class Youth: Transforming or transiting to the economic and Political Leadership?
 - The Poor Youth (Urban and Rural) – followers or driving force of social movements and politically rebellious organization.
3. **2011:** Comparative Study of Land Policy and Governance in Eastern and Southern Africa: Case studies of South Africa, Zimbabwe and Kenya; In Collaboration with Research Institutes in Zimbabwe and South Africa.
 4. **2012:** Ethnicity, Identity and Nationhood: A Comparative Study of the Nation Building Project in E.A. since independence
 5. **2012:** APRM Implementation: Assessing Progress and the Role of CSOs;
 6. **2013:** Whither Regional Integration? An in-depth study of the integrative and divisive/discordant forces in three RECs (Regional Economic Communities) – COMESA, EAC, and IGAD;

Capacity Building Programme

1. **2011:** Two workshops of senior policy makers from the EAC and IGAD countries
2. **2012:** Two workshops of senior policy makers from SADC & ECOWAS countries
3. **2013:** Two workshops of senior policy makers from the CENSAD countries

Publication Programme

1. For each completed research project DPMF publishes policy briefs and a book
2. DPMN Bulletin: 3 Numbers to be published each year

The successful completion of the three Programmes within the above timeframe depends very much on the timely availability of resources to DPMF.