

PAN AFRICAN CENTRE FOR POLICY STUDIES

Arusha International Conference Centre (AICC)

Arusha, Tanzania

**STRATEGIC PLAN 2019-2023**

 **PAN AFRICAN CENTRE FOR POLICY STUDIES (PACPS)**

**AICC ARUSHA TANZANIA**

**STRATEGIC PLAN: 2019-2023**

1. **BACKGROUND AND INTRODUCTION**

The African Union (formerly OAU) is in its sixth decade. During this time the continental agenda has evolved from a purely political struggle for the independence of African countries to setting the stage for economic transformation and efficiency for the continent as it awaits the implementation of a fully-fledged African Economic Community (AEC). Although a lot has been achieved in the last 50 years, we have not yet achieved the **Africa we want,** and the efficiency challenge of the institutions that constitute the building blocks for AEC would do better if they were as well coordinated as they should.

 The AU churns out a plethora of normative frameworks in the form of resolutions, conventions, charters, and solemn recommendations every year. These are signed off and passed by the heads of state during the prestigious summits (twice a year). Yet the Conventions have remained largely unratified and together with other normative frameworks, minimally implemented at the national level. Is it because of lack of the so-called political will, lack of clarity of objectives or even lack of mechanisms of harmonization and coordination?

African leaders were part of the signing of the Millennium Development Goals (MDGs) in 2000 as well as the Global Agenda 2030 for sustainable development for transformation. The AU 2063 fifty-year goals have been set and signed off for the continent. And it reads:

***“The aspirations for 2063 reflect our desire for shared prosperity and well-being, for unity and integration, for a continent of free citizens and expanded horizons, where the full potential of women and youth, boys and girls are realized, and with freedom from fear, disease and want”***

How can we, as academicians, practitioners and think tanks, contribute to a more effective and efficient implementation of the substantive content of the above-mentioned normative frameworks and strategic plans? These and related issues are the focal points of the PACPS initiative.

**The Pan-African Centre for Policy Studies (PACPS),** based in Arusha, Tanzania, is a membership-based independent not-for-profit Pan-African think tank, created in 2016 to contribute to the generation of knowledge and the stimulation of practices and capacities for the efficiency of African institutions tasked with fulfilling the goals and objectives of the continent through the implementation of the 2030 Sustainable Development Goals (SDG’s) and the 2063 Development Agenda for Africa.

1. **PACPS VISION, MISSION AND CORE VALUES**

**2.1 Vision**

An active player and contributor of excellence in the building and maintenance of institutions of African continental integration, democratic governance, accountability and the rule of law in national governments and just welfare societies through evidence-based production and sharing of knowledge with a view to transforming the quality of lives of ordinary Africans at grassroots level.

**2.2 Mission**

To contribute to the generation of knowledge and the stimulation of practices, and to provide a meeting place and opportunities for policy analyses and policy dialogues on issues relating to the quality of public institutions on the African continent.

**2.3 Core Values**

* **Integrity**

PACPS is committed to demonstrate the highest level of personal and institutional integrity in the conduct of all its activities. PACPS is permanently committed to values of good conduct, responsibility, transparency and accountability. We highly value consistency in communication and interaction with our partners and collaborators.

* **Excellence**

PACPS recognizes that for continuous excellence, innovation and free thinking are key. All employees and associates shall demonstrate optimal intellectual skills and capabilities in the way they are carrying out their tasks. PACPS shall provide opportunities and space for employees and associates to apply innovative and creative strategies and solutions to fulfill the organization’s mission in the most effective and efficient ways.

* **Accountability**

All PACPS employees and associates shall demonstrate commitment to the mission and vision of the organization. PACPS promotes values such as: teamwork, individual responsibility and accountability for assignments for which employees and associates are directly responsible.

* **Inclusiveness**

PACPS values all contributions from all people and shall not discriminate on the basis of ethnicity, gender, religious background or political affiliations.

1. **MAIN OBJECTIVES AND EXPECTED OUTCOMES**

The Pan-African Centre for Policy Studies (PACPS) is a think tank that seeks to influence policy ideas and decisions at continental, regional and national levels that impact the efficacy of the continental institutions. PACPS will package and process reflections, initiate research, debates and pursue analyses and conduct capacity-building workshops on the quality of public institutions in Africa. To carry out its tasks in fulfilling its mission, PACPS will be organizing international conferences, seminars, capacity-building sessions, training workshops and publish policy briefs for sharing information and knowledge on the quality of public institutions on the African continent as it strives to reach its so much desired and needed social and economic transformation.

PACPS initiatives are framed around **issues relating to the quality of public institutionson the African continent**. The reflections and analyses are carried out and pursued at three (3) conceptual levels (or thematic areas), namely:

* At the **continental and regional levels** PACPS will be addressing **institutional issues relating to continental and regional integration. This is in line with aspiration 2 of Agenda 2063, which stipulates “an integrated continent, politically united, based on the ideals of Pan-Africanism and the vision of Africa’s Renaissance”.**
* At the **nation-state level**, PACPS will be concerned with **institutional issues relating to democratic governance, constitutional rule and the spirit of public service. This corresponds to aspiration 3 of Agenda 2063, which reads, “An Africa of good governance, democracy, respect for human rights, justice and the rule of law” and Agenda 2030 Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective accountable and inclusive institutions at all levels.**
* At the **society level**, PACPS will be reflecting on **institutional issues relating to social protection and social justice. Aspiration 1 dreams of “a prosperous Africa based on inclusive growth and sustainable development” to eradicate poverty in one generation and build shared prosperity through social and economic transformation of the continent. Agenda 2030 Goal No 1: End poverty in all its forms everywhere.**

By the end of the plan period, the following outcomes are expected:

* A number of inspirational and informed debates, research as well as policy dialogues, and capacity-building workshops on institutional issues relating to the construction of the continental integration, democratic governance and resilient welfare and just societies will have been initiated and implemented.
* PACPS will be the leading Pan-African player in terms of initiating debates and sharing knowledge on institutional issues relating to the construction of continental integration, democratic governance and resilient welfare and just societies.
* PACPS will be endowed with a solid financial base and an efficient governance system, where good institutional practices in terms of responsibility, transparency, accountability and integrity and non-sexism are norms.
1. **PACPS STRATEGIC FRAMEWORK**

PACPS strategic objectives during the 2019-2023 plan period are organized along the following six (6) axes:

* **Axis 1: Research:** Initiate research on key institutional issues to improve the quality of public institutions involved in the construction of continental and regional integration, democratic governance and resilient welfare states on the African continent.
* **Axis 2: Capacity building:** Organize capacity-building workshops to share the newly produced informed knowledge (results of research) in order to enhance the capacity of public (as well as others) institutions involved in the construction of continental and regional integration, democratic governance and resilient welfare states on the African continent.
* **Axis 3: Publication and dissemination:** Publish and disseminate research, policy briefs and conference reports. PACPS will produce a Quarterly Journal: Agenda 2063 Review as well as a bi-annual African Institutions Report
* **Axis 4: Awareness raising and sharing of research** f**indings and policy dialogue: To raise awareness and** enhance its **visibility and audibility**, PACPS will organize international conferences in form of public lectures, debates on research results and assessment of reports recommendations. This will bring research results to stakeholders, to the public, decision makers, academicians, civil society and professional organizations, the private sector as well as international organizations, with a view to sharing knowledge and building strong partnerships between researchers and policy makers. There will be an annual Arusha Symposium that will provide a meeting place for researchers, politicians, bureaucrats and practitioners from in and outside the African continent to discuss the relevant themes relating to its objectives. PACPS will improve its communication through the media (social and mainstream). Improvement of the website and publication of the PACPS Annual Journal and bi-annual African Institutions Report will contribute to awareness raising.

The first edition of the Annual Arusha Symposium on the quality of public institutions in Africa, took place from 1st to 3rd November 2017, whose theme was: Beyond the Abuja Treaty - Regional Economic Communities & Continental Integration: Integration of Functions or Integration of Values? It was a very successful event, well implemented and well received by the participants and funders.

* **Axis 5: Establish Sustainable Funding Framework and Partnerships:** PACPS will have a broad and diversified financial base. Currently our primary sources of funding are from Development Partners, Membership fees and grants from collaborative projects. Improve governance and establish partnerships with several networks with donors and stakeholders (AU organs, RECs, private sector organizations). PACPS is a member of the African Think Tanks Network (ATTN) with its Secretariat based in Harare, Zimbabwe at the Headquarters of the African Capacity Building Foundation (ACBF). PACPS will establish a consulting arm to generate funding for running the organization especially administrative costs. PACPS will also develop and undertake training programmes in its areas of competence. PACPS will expand its resource base by engaging new and diversified partners.
* **Axis 6: Strengthen Strategic Leadership and Governance Structure:** Improve the organizational structure and effective leadership of the Secretariat. PACPS, as an institution, is governed in a democratic, transparent, accountable and non-sexist manner.
1. **OVERVIEW OF PACPS ORGANIZATIONAL STRUCTURE**

PACPS membership is constituted by individuals and institutions engaged in social science research and capacity building in the African continent and in the diaspora. Members apply for affiliation, pay annual fees and participate in the annual general meeting (AGM).

PACPS is governed by the annual general meeting (AGM), which is constituted by paying members and meets every year on the last day of November. Every member of the institution is an automatic member of AGM. The AGM evaluates performance, sets new plans, and elects a Programme Board that meets annually to oversee activities and guide major undertakings. The Secretariat is headed by an Executive Director, who is responsible for implementation of directives from AGM, and works closely with the Programme Board. For day-to-day oversight. there are positions for three (3) senior managers (Finance and Administration, Programme and Communications) and four (4) junior managers for projects. Other employees of the Secretariat are an accountant, an administrative assistant, project assistants, interns/volunteers and a driver/messenger.

**PACPS Organogram is attached**

* 1. **The functions of AGM are to:**
1. Approve minutes of the previous AGM and of extra-ordinary general meetings held in the meantime
2. Receive the Executive Director’s report on the activities of the Centre during the past year
3. Receive audited accounts of the Centre for the preceding year and auditors’ current report
4. Receive, consider and approve the plan of action for the ensuing year
5. Approve the budget for the ensuing year
6. Appoint and fix the remuneration of the auditors of the institution for the ensuing year
7. Elect the officers of the institution when due, provided that nominations for elections shall be made in writing on a prescribed form and delivered to the Executive Director not less than fourteen (14) working days prior to the scheduled date of the annual general meeting.
8. Hear appeals (if any) from members whose membership has been suspended or terminated
9. The annual general meeting shall have the right to comment on and direct any matter whatsoever proposed by the Board.

**5.2 The Programme Board**

The affairs of the Centre shall be managed by the Board in accordance with directions given by the Centre in general meetings. It shall comprise:

1. The officers of the Centre
2. Immediate past Chairperson
3. The Executive Director of the Centre appointed pursuant to Article 20 of the PACPS Constitution, sitting as ex-officio member of the Board and acting as Secretary to the Board.
4. The Programme Board shall be responsible to the annual general meeting, which shall have the final say on all matters
5. The Programme Board shall meet at least once in three (3) months through Skype or other virtual media and once a year physically
6. The quorum of the Programme Board shall be two thirds (2/3) of its membership who are present and entitled to vote
7. The Board shall form standing committees whenever it sees fit to do so on matters or sectors of the Centre
8. The Programme Board shall give strategic and scientific guidance to the Secretariat
9. The Programme Board shall oversee the implementation of the strategic plan
10. Programme Board shall meet at least twice a year to support/oversee the implementation of yearly plans and participate in the Arusha Symposium professional category Secretariat of PACPS shall be ex-officio members.

**5.3 The Secretariat**

The Secretariat is headed by the Executive Director and consists of senior managers and other technical and administrative staff. The Secretariat’s duties and functions are, among others, to:

1. Implement the decision of PACPS governance organs aimed at fulfilling their institutional duties and realizing PACPS institutional objectives
2. Undertake all administrative, financial, and legal affairs of the organization
3. Prepare, publish and disseminate PACPS publications.
4. Assist in development of research and capacity-building programmes and in compiling financial and progress reports to partners and donors
5. The activities of PACPS Secretariat are:
* Carrying out research
* Capacity building
* Publications and dissemination
* Organising Annual Arusha Symposium and other conferences and seminars.

**5.4 Financial Year**

The financial year of the Centre shall be the calendar year, i.e. January to December

**5.5 Geographical Location:**

Currently, PACPS Headquarters is located at the Arusha International Conference Centre (AICC) in **Arusha Tanzania**. It is envisaged to open other offices in **Maputo Mozambique,** **Lomé Togo, Cairo Egypt** and **Addis Ababa Ethiopia,** to make sense of the geographical and linguistic spread of the office.

**5.6 Our Approach**

In a space with many actors - government, inter-governmental, non-governmental, think tanks, etc., and considering that our stakeholders are the African Union Organs, RECs, Civil Society organizations and other public and private institutions engaged in the implementation of SDGs Agenda 2030 and AU Agenda 2063, PACPS is set apart by the package that it interrogates. PACPS is a Pan-African institution embracing the continent as well as the diaspora in terms of its membership and activities. More significant perhaps is the unique concern on quality of public institutions in its interventions. Secondly, PACPS bases its work on empirical evidence, practical and theoretical perspectives to project its reflections and analyses and to experience a bigger picture in its quest to making practical recommendations for strengthening the efficacy of Africa’s public institutions.

1. **IMPLEMENTATION**

This strategic plan 2019-2023 will be implemented under the oversight of the Programme Board on behalf of AGM. The built-in performance indicator will provide the monitoring and evaluation framework for the plan. The Secretariat will do the following:

* Establish information systems linked to all stakeholders in terms of their policies, priorities, programmes and schedules of activities
* Ensure research, capacity building and other activities are aligned with the vision and mission of PACPS and the overarching objectives for enhancing continental/regional integration, democratic governance and welfare societies building
* Ensure the capacity needs of all stakeholders are assessed before interventions are launched
* Establish effective monitoring and evaluation **(M&E)** framework to measure and assess implementation
* Put in place a Communication Strategy to ensure the visibility and popularization of PACPS
* Maintain and recruit critical skills and competencies required to carry out the mission and implement the strategy
* Maintain a lean, agile, flexible and responsive secretariat with capacity for rapid response to changing situations.
1. **INSTITUTIONAL SWOT ANALYSIS**

PACPS is committed to working and achieving its goals and objectives in cooperation with all key stakeholders.

1. **Strengths**

PACPS as a membership-based Pan-African think tank draws on the diversity of its members. These are academicians, practitioners, bureaucrats and passionate social activists deployed in diverse parts of the continent (north, west, east, south and central Africa) and in the diaspora. PACPS, as an institution, is governed in a democratic, transparent, accountable and non-sexist manner.

PACPS Secretariat and members have a passion and experience (academic skills and professional background) in addressing the issues at stake and sharing the knowledge requested. Also, the Centre has an equipped staff with high qualifications both at Senior executive as well as administrative and junior (paid internship in the event of funded projects) levels. PACPS choice of focus on quality of public institutions is unique to PACPS.

1. **Weaknesses**

PACPS’ main challenges are basically financial. This goes without saying, impedes in our ability to recruit competent and diligent human resources, as well as conduct our projects according to initial plans. The competition with other actors, locally as well as internationally, operating with similar objectives is stiff, and we will strive to make a difference despite our new comer’s status.

1. **Opportunities**

PACPS has potential opportunities and platforms to address and make an assessment on the quality of key public institutions in Africa. Being based in Arusha gives PACPS a geo-political advantage over similar institutions. Besides being geographically the centre of Africa, Arusha hosts the headquarters for important African institutions such as the East African Community (EAC), East African Legislative Assembly (EALA), East African Court of Justice ( EACJ) East African Trade Union Confederation (EATUC), East African Employers Organization (EAEO), African Union Advisory Board on Anti-corruption (AUABC), African Court for Human and Peoples Rights (ACHPR), UN Mechanism for International Criminal Tribunals (UNMICT) and other private sector African institutions. This proximity allows for synergies and complementarity in implementing some if not most of the objectives of PACPS.

1. **Threats**

Shortage of funds to run PACPS’ programmes according to initial plans and focus.

1. **THE STRATEGIC PLAN RESULTS-BASED MANAGEMENT MATRIX**

**Table: Result-based Management Matrix**

**Table 1: Strategic Objective 1: Conduct research through offering grants to junior and senior researchers on competitive basis on key institutional issues to**

**improve the quality of public institutions involved in continental/regional integration, democratic governance and welfare states/societies building**

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| **Action**  | **Timeframe** | **Output** | **Outcome**  | **Input** | **Performance Indicator** | **Reach**  | **Assumption/Risk Mitigating strategy** |
| 1) Develop research proposals in the three (3) PACPS thematic areas: continental/regional integration; democratic governance and welfare states/societies | Yearly for the planning period2019/2023 | i)At least (3) research reports produced published and disseminated | 1,2,3): Young scholars research skills and experience enhanced; informed, transformative and evidence/research based leadership skills developed | 1) At least three lead researchers recruited | (1,2,3): Increased number of research production and sharing of knowledge through publications and dissemination of reportsResearch quality control mechanism are developed | Researchers and research communities; think tank; policy makers and activist, on the African continent and in the diaspora | Commitment from African scholarsSufficient funds allocation Quality research generated Transparent and accountable grants management system |
| 2) Advertise research competitions through PACPS website and networks on new research programmes |  | 2) At least three (3) Concept Notes produced and disseminated  | A number of young and senior scholars offered opportunity to carry on independent research on key continental issues | Funds for research grants and workshop mobilized | Same as above  | Same as above  | Same as above  |
| 3) Establish Juries for selection of grants’ winners and organize workshops for grant winners to present their findings and get feedback from experts |  | 3) At least three (3) research findings presentations and peer-review workshops organized | Material and reports generated to inform policy making, teaching and training capacity programmes | Budget established including for a staff complement to support 1,2,3 | Same as above  | Same as above  | Same as above  |

**Table 2: Strategic Objective 2: Organize capacity-building workshops to share newly produced knowledge in the three (3) PACPS thematic areas**

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| --- | --- | --- | --- | --- | --- | --- | --- |
| **Action** | **Timeframe**  | **Output** | **Outcome** | **Input** | **Performance Indicator** | **Reach** | **Assumption/Risk Mitigating Strategy** |
| 1) Conduct training needs assessment on the three (3) PACPS thematic areas: continental & regional integration; democratic governance and welfare societies building | **2019/2023** | 1) Concept Note and methodology on needs assessment2) At least one report on the training needs produced for stakeholders and other partners (AU organs, RECs, etc.) | (2,3): Knowledge and capacities of policy makers and participant on the three PACPS thematic areas improved | 1) Experts on training needs assessment recruited | 1) Number of needs assessment conducted | Research and training institutions, government and non-government organizations on the continent | Sufficient allocation of funds by partners  |
| 2) Develop modules for training on PACPS three thematic themes. | **2019/2023** | **3)** Training modules for the three thematic areas developed and produced.  | **Same as above** | 2-3) Training experts recruited to prepare training modules and to conducttraining. | 2) Higher demand for training on the three thematic areas by AU organs, government and non-government organizations in the continent | Same as above | Knowledgeable, technology-savvy and qualified personnel in the field recruited |
| 3) Conduct training workshops with AU organs and RECs, etc. | **2019/2023** | 4) Continental and regional training workshops organized | **Same as above** | 4. Budget for capacity building | 3) Increased collaboration between researchers and policy makers on the three thematic areas | **Same as above** | **Same as above**  |

**Table 3: Strategic Objective 3: Publication and dissemination of research results, policy briefs and conference reports**

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| --- | --- | --- | --- | --- | --- | --- | --- |
| **Action** | **Timeframe** | **Output** | **Outcome** | **Input** | **Performance Indicator** | **Reach** | **Assumption/Risks Mitigating strategy** |
| 1) Publish and disseminate PACPS publications (Policy briefs, research reports, symposium and conference proceedings, training materials) | 2019/2023 | PACPS policy briefs, research reports and conference proceedings published and disseminated2)Bi-Annual African Institutions Report published3) Annual Agenda 2063 Review published  | Properly documented and widely disseminated research-based knowledge on PACPS three (3) thematic areas.Awareness raised and solutions proposed in policy engagement at the three thematic areas of PACPSImproved capacity of trainees and workshops participants, and enhanced networking between policy makers and academics in the thematic areas | Budget to cover research, report writing, editing, proof- reading and printing reports and training materials | Number of PACPS publications produced (policy briefs, research reports and conference proceedings) | Policy makers, bureaucrats, government as well as non-government organizations, research and training institutions all over the African continent | Researchers, training institutions and academics from all over the African continent conduct research and communicate as well as share their findings and knowledgeQualified staff and sufficient funds for high level publications. |
| 2) Develop a communication strategy | 2019-2023 | Communication strategy in place  | PACPS and its work well known throughout Africa  | Communication Manager recruited;Funds for communication activities  |  |  |  |

**Table 4: Strategic Objective 4: Research findings and policy dialogue to enhance PACPS’ visibility and audibility: THE ANNUAL ARUSHA SYMPOSIUM**

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| **Action**  | **Timeframe** | **Output** | **Outcome** | **Input** | **Performance Indicator** | **Reach** | **Assumption/Risks Mitigating Strategy** |
| 1) Organize workshops or symposia to disseminate the findings of the studies carried out by researchers, with the participation of researchers, policy makers and other government and non-government actors, continental and regional institutions, and find ways to link theoretical reflections and pragmatic policies relating to the three (3) thematic areas constituting the focus of PACPS | Yearly 2019/2023 | Study report produced for effective collaboration and communication between research and policy actorsWorkshop organized to disseminate the findings and policy dialogue **(Annual Arusha Symposium on the Quality of Public Institutions on the African Continent)****Workshop report produced and disseminated** | Effective communication between researchers and policy makersEnhanced capacity for the use of research results and policy formulation and implementation | Budget for Symposia and workshops Experts and Practitioners to moderate and lead discussions/panels/workshops | Number of reports producedNumber of policy dialogues organized and Number of participants in the opportunity of knowledge sharing.  | Governmental and non-governmental policy makers, continental, regional and local institutionsResearchers from universities, international think tanks and institutions. | Cooperation from government policy makers and other non-governmental actors, continental and regional institutionsAdequate staff and financial resources allocated timely |

**Table 5: Strategic Objective 5: Establish a Sustainable Funding Framework and Partnerships**

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| **Action**  | **Timeframe**  | **Output** | **Outcome**  | **Input** | **Performance Indicator** | **Reach** | **Assumption/Risks Mitigating Strategy** |
| 1) Identify AU organs, RECs, government and non-government institutions interested in improving knowledge for better policy formulation and implementation with PACPS technical assistance  | 2019/2023 | 1) At least three MoUs signed within the five years of the Plan with AU organs, RECs, and other government and non-government institutions approached  | 1) Sources of income established | Budget for dedicated staff members | 1) Number of MoUs signed | AU organs and RECs institutions, and international government and non-government organizations  | Qualified staff and efficient leadership |
| 2) Network with AU organs, RECs and other international funders to fund the implementation of PACPS Strategic Plan (2019-2024) |  | Signed MOUs | 2) Networks established with international funders | Staff members’ time | 2) Number of contracts signed and funds generated |  |  |
| 3) Enhance accountability and transparency in funds managed by PACPS  |  | 3) Periodic reports produced as per agreement with funders |  |  | 3) Number of reports submitted |  |  |

**Table 6: Strategic Objective 6: Strengthen Strategic Leadership and Governance Structure: Improve PACPS Organizational Structure and Leadership Effectiveness**

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| **Action** | **Timeframe** | **Output** | **Outcome** | **Input** | **Performance Indicator** | **Reach** | **Assumption/Risks Mitigating Strategy** |
| 1) Improve the present organizational structure of PACPS  | **2019/2020** | 1) Improve governance structure developed | Result-based staff performance system | Staff compliment | 1) Leanness of the structure of PACPS |  | Commitment and cooperation of PACPS Programme Committee and Secretariat/good communication and dialogue  |
| 2) Revisit the current job description and job specifications, and put revisions into action | **2019/2020** | 2) Job descriptions, specifications and position assignment revised | Effective leadership and smooth coordinated operation  | At least HR Officer in place | 2) Number of performance-based plans developed by staff |  |  |
| 3) Assess the current leadership weaknesses and strengths and develop and implement new mechanisms for leadership effectiveness  | **2019/2020** | **3**) Report and SWOT Analysis by Programme Board | Efficiently run PACPS (both organization and its Secretariat) | Funds for human resource development and at least two ?? something missing here  | 3,4): Quality of leadership effectiveness |  |  |
| 4) Develop a leadership succession plan and human resource development plan for PACPS Secretariat and put into action  | **2022/2023** | 4) PACPS Secretariat leadership effectiveness mechanism, succession plan and human resource development plan developed | Succession plan in place  | Funding for human resource development due processes including two retreats |  |  |  |