1. INTRODUCTION

The primary objective of the proposed Centre for Economic Research and Policy (CEREP), in the School of Economics (SOE), of the University of Nairobi is to facilitate and integrate research in academic programs. The SOE was set up in 2006 in the context of wider reforms of the University of Nairobi which expanded the Department of Economics at that time to create SOE. The conversion from the department to a School has provided the opportunity to further strengthen and deepen training and research in economics. In the University, research is a crucial activity that is expected to constitute 30 per cent of academic staff workload. Through CEREP the School aims to foster high quality academic and policy-oriented research with a view to making significant contributions in understanding and providing well researched policy options to economic problems undermining Kenya's development prospects. CEREP will also support the mobilisation of resources so as to facilitate high quality research.

SOE is endowed with substantial research capacity and its faculty members are engaged in many and diverse research projects, and published widely in referred journals. However, exploitation of the research potential in the SOE is constrained by poor coordination and, limited team approach. As such, the SOE does not fully take advantage of the immense complement of comparative advantages that reside in the school. Furthermore, without institutionalised approach to research, it has been difficult to nurture upcoming researchers and expose post graduate students to research. In addition while the School has enjoyed close research/training collaboration with various institutions, these can be deepened and widened with institutionalization of such linkages under one umbrella such as CEREP. Thus, it is expected that CEREP will facilitate institutionalization of pillars that support growth of research culture especially among the young and upcoming researchers and also contributing to the policy making process.
Aims and Objectives of CEREP

With its key objective of building economic research capacity to facilitate the growth of the economic discipline and also to supporting the development process, the Centre has as its key objectives to:

a. Develop and sustain strong research capacity that supports training activity in the School;

b. Heighten research synergies among the faculty members and strengthen the mentorship process of young researchers in the School of Economics;

c. Harness the interaction and policy dialogue between the School and the policymakers, private sector decision makers and other opinion leaders in the society;

d. Strengthen networking at local, regional and international levels while promoting collaborative activities;

e. Develop and apply innovative economic techniques that facilitate designing appropriate strategies and policy frameworks that contribute towards improving the welfare of Kenyans;

f. Mobilise resources that support high quality economic research;

g. Institutionalise research activity in the School to build the research culture;

h. Assist the school in its income generating efforts for the purpose of improving quality of all its programs and activities.

i. Facilitate dialogue between policymakers and researchers through the convening of policy workshops, seminars and conferences.
To achieve these objectives, the Centre will:

a. Develop a Mentorship programme to nurture and deepen economic and research analysis. Post graduate students in the School will be targeted in the Mentorship Program.
b. Create a Networking programme that will see the Centre engage and collaborate with policymakers, private sector and other local and international organisations and think tanks.
c. Establish a Database that will facilitate easy access to relevant and up to date data sets.
d. Establish a Staff Research Seed Fund to support the faculty in developing new research ideas. The Fund will support a broad range of research activities in programme areas that reflect the academic programmes in the School.
e. Provide a platform to share ideas with policymakers, decision makers in private sector, and other academics. This will hopefully bridge the gap between academics and the market.
f. Run collaborative activities across the faculty.
g. Run a Dissemination Program where researchers, academicians, students and policy makers participate in issue oriented debates and engage members of the public. Dissemination will also entail a wide range of publications where the faculty will contribute to the advancement of the economic discipline.

2. CEREP VISION AND MISSION STATEMENT
CEREP aspires to be a centre of excellence that produces research and scholarship of highest international standards with a view to informing policy and practice, to train in a wide range of fields, and provide leadership in intellectual and economic policy discourse through timely research-based contributions to policy processes.
The Centre will be a scientific outfit that ensures quality research is a trademark of the School of Economics in furtherance to the overall vision of the University of Nairobi of becoming a world class university. CEREP will be independent of economic, political and partisan interests. The vision and mission are:

**Vision:** A leading centre that promotes excellence in economic research and policy, mentorship and networking.

**Mission:** To provide quality economic research and policy and mentorship to young researchers by creating and disseminating knowledge.

### 3. ACTIVITIES OF CEREP

To achieve these objectives, the Centre will organize its activities under different programmes as follows.

**Research Programme**

CEREP's research will be carried out under the auspices of different School of Economics teaching programme areas including economic theory, quantitative and applied economics led by thematic leaders who will guide and develop respective research agendas and also become the focal point in mentorship of young and potential researchers. Each Programme area will design research themes and projects that will guide the direction of collaborative research activity (CRA) at both academic and policy level. All research groups will integrate the postgraduate students in the School of Economics to fully exploit potential synergies between postgraduate training and research. The Centre will assist individual SOE faculty members in developing their research projects by providing small grants as seed money under the Staff Research Seed Fund (SRSF). In addition, to ensure that researchers keep up with the new developments in research
methodologies/techniques, the centre will have regular re-tooling courses to build and sustain competitive research capacity (RCB) for the faculty members.

**Mentorship programme**

CEREP mentorship programme will be achieved through various activities. For example, CEREP will provide opportunities to postgraduate students in the School to engage in research activities of the centre and also utilise the resources available under the Students Research Mentorship Project (SRMP). Further, Chair positions will be established under the Endowed Chair Project (ECP) with a view to attracting renowned researchers and seasoned policymakers who will act as a focal point of mentorship for the young researchers. In addition, public lectures will be organised with the renowned researchers and policymakers for motivation and highlighting development policy issues and possible research areas. Further an Exchange programmes (EXP) will be made to encourage linkages with other universities and research institutions will be encouraged so that young researchers can spend time with renowned researchers establishing research linkages. An effort will be made to reach out to Diaspora researchers made under this exchange programme. In the medium to long term, a post doctoral programme (PDG) will also be established to assist recent PhD recipients deepen their research work and publish. Under a Visiting Scholar Programme (VSP), efforts will also be made to have the researchers spend some time in various institutions including local and international research centres, international multilateral bodies, local government departments, and private sector umbrella bodies, to understand their operations and thus prepare them better in understanding practicality of issues. The aforementioned would be a good channel of closing the gap between the academic and market players.
**Networking programme**

The Centre will define clear networking modalities to facilitate the interactions with other institutions including the government, private sector, research institutions and professional bodies including the Economic Association. Networking modalities will be defined in MoUs that will be entered with appropriate institutions and organizations to promote these links. The networking activities will include: local and visiting scholars programme for academic staff and doctoral students where the CEREP could host scholars from other institutions and also can have its staff visit other institutions; An exchange programme where staff will spend time in other institutions to gain experience on practicality of policy implementation, and establish research linkages; while Collaborative research will be encouraged with other institutions to maximise on the synergies. Further CEREP will network through organising forums for policy debates, research training activities and bidding for consultancy work. Further, we believe that interdisciplinary research is critical in solving some economic issues. In this regard, depending on the research program being pursued, we will reach out to researchers in other disciplines to make their contribution where appropriate.

**Database development**

A database will be resourceful to the researchers. In this regard efforts will be made to ensure that a system is developed to facilitate storage of data in user-friendly format that the researchers can access and use with ease. The centre will also work closely with the Kenya National Bureau of Statistics and other government institutions that produce data of interest to the researchers. Further, researchers with primary data will be encouraged to have such datasets included in the database to allow even the postgraduates utilise for their projects.
Dissemination

Dissemination will entail holding various forums to share research outputs, policy ideas, developments in economic discipline and brainstorm on key economic developments. In this regard, the Centre will run a seminar programme (SEP) that will attract international speakers on a range of topical and interesting subjects from across a wide range of thematic areas, to share developments in the discipline internationally and the new thinking going forward in tackling economic issues. Each seminar will be linked with one of the research groups showcasing their research and latest developments. A national conference (SOE-NC) on carefully selected themes will be the annual highlight. The Centre will also run a range of additional ad hoc events and conferences throughout the year. Other channels of communication will be used to educate the masses on contemporary key development and policy issues. In this regard, the Centre will have a media programme (MEP) with a column in the local dailies that discusses objectively policy issues, get on TV for policy discussions and radio where possible. In addition, the Centre will have a regular CEREP blog posting to engage the community of researchers and policymakers in debates on contemporary topical issues. Furthermore, the social media (such as Face book, Twitter etc) will be used to reach out to broader members of the community.

Publications

To communicate research findings, CEREP will also produce a wide range of reports based on research findings each year. The Centre will establish a working paper series (CEREP Working Paper Series) and a journal (Africa Economic Perspective) that will be used as dissemination channels for research outputs. The Centre will also publish a policy brief series (CEREP Policy Briefing) to share policy proposals distilled from the research papers, and engage in policy discussions of current interests. It is also critical to communicate to
the outside world the Centre activities and thus the Centre will have a quarterly newsletter (CEREAP Newsletter). The distribution of such publications will be made electronically and also in hard copies. The publications will also be available through open access. In this regard, the centre will work closely with the University of Nairobi Press.

**Funding**

The Centre will develop funding project proposals and approach potential funders, ranging from charitable foundations to development partners and government departments, International Finance Institutions and other multilateral and bilateral organisations. The Centre will also bid for consultancy research mainly as an income generating activity. Efforts will be made to interest the local private sector to support the research activities and also fund endowed Chairs. In addition, the centre will reach out to Kenyans in diaspora willing to collaborate with researchers locally. For sustainability of the Centre, an endowment fund will also be established.

The operational structure of CEREAP is presented in the figure 1:
Figure 1: Operational Structure of CEREP

RESEARCH PROGRAM
a) Collaborative Research
b) Staff Research Seed Fund
c) Research Capacity Building

MENTORSHIP PROGRAM
a) Student Research Mentorship Project
b) Endowed Chairs
c) Exchange Program
d) Post Doctoral Programme
e) Visiting Scholar Program

NETWORKING PROGRAM
a) Visiting Scholar Program
b) Exchange Program
c) External Collaborative Research
d) Policy Debates
e) Consultancy bidding

DATABASE DEVELOPMENT
a) Seminars
b) National Conference
c) CREP Blog
d) Social Media

DISSEMINATION
a) Working Paper
b) Policy Briefs
c) Newsletter
d) Africa Economic Perspective

PUBLICATION
4. **KEY PERFORMANCE INDICATORS (KPIS)**

A measurement and evaluation system will be put in place to monitor the dynamic performance of the Centre. Lessons learned from the evaluation. Various metrics and tools will be invoked, including results-based log frame.

The Centre will use various measures to reflect its output of its key mandate. Among the research outputs will be academic publications in policy briefs, working papers, journal articles, conference proceedings, books and specific pamphlets for the students' thesis publication. The networking and mentorship activities will be measured by engagements with policymakers and private sector in seminars, parleys and public lecturers, media appearances, and collaborative activities.

5. **MEMBERSHIP AND GOVERNANCE**

In the interim, the research centre will be headed by a coordinator. In the long term, CEREP will be headed by a Research Director drawn from the School's Faculty. Given that the Research Director is expected to provide intellectual leadership and manage the activities of the centre, thus a person with researcher experience and management skills will be an appropriate candidate. The Research Director will report to the Dean, School of Economics, but will have a level of independence in managing activities of the Centre. The Research Director will work together with thematic team leaders and researchers. The Research Director will be supported by an administrator and manager in running the day to day activities of the centre. Further the Director will be expected to prepare annual work programs, progress reports regarding the performance of the projects being implemented, and initiate and commission collaborative research and ensure widespread dissemination of
search findings. The Advisory Board of the SOE will serve as the oversight role for the research centre defining the policy direction of CEREP. The Research Director of CEREP will be a member of the Advisory Board.

The Administrative structure of CEREP in the School of Economics is presented in the figure 2:

**Figure 2: Administrative structure of CEREP**
6. RESEARCH FACILITIES AND INFRASTRUCTURE

The Centre will be housed at the School of Economics. Development of Physical structures and research infrastructure will form an important milestone towards successful establishment of the centre.

7. BUDGET AND FINANCIAL PLANNING

The table below presents the proposed budget and the fund mobilisation required to meet the budgetary expenditures. The expectation is that the centre will gradually gain some financial independent from SOE. Assuming that the centre will be housed in the SOE, the financial plan has negligible development expenditures in the first five years. However, such situation may change depending on the activities of the centre.
### Budget Projections (Kshs Million) Year 1 -5

<table>
<thead>
<tr>
<th><strong>INCOME</strong></th>
<th>Year1</th>
<th>Year2</th>
<th>Year3</th>
<th>Year4</th>
<th>Year5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consultation</td>
<td>7</td>
<td>10</td>
<td>15</td>
<td>20</td>
<td>20</td>
</tr>
<tr>
<td>SOE Allocation</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>Research Grant</td>
<td>15</td>
<td>20</td>
<td>30</td>
<td>30</td>
<td>50</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>34</strong></td>
<td><strong>42</strong></td>
<td><strong>57</strong></td>
<td><strong>62</strong></td>
<td><strong>82</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>EXPENDITURE</strong></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative costs</td>
<td>10</td>
<td>10</td>
<td>12</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>Database Development</td>
<td>0.5</td>
<td>3</td>
<td>2</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Staff Support for Research</td>
<td>8</td>
<td>8</td>
<td>8</td>
<td>10</td>
<td>12</td>
</tr>
<tr>
<td>Student support for Research</td>
<td>1</td>
<td>2</td>
<td>4</td>
<td>6</td>
<td>10</td>
</tr>
<tr>
<td>Visiting Scholars</td>
<td>1</td>
<td>3</td>
<td>4</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>Research at the Centre</td>
<td>6</td>
<td>6</td>
<td>9</td>
<td>10</td>
<td>15</td>
</tr>
<tr>
<td>Dissemination Activities</td>
<td>1</td>
<td>3</td>
<td>6</td>
<td>7</td>
<td>10</td>
</tr>
<tr>
<td>Seminars and Public Lectures</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>National Conference</td>
<td>3</td>
<td>3</td>
<td>6</td>
<td>6</td>
<td>10</td>
</tr>
<tr>
<td>Re-tooling researchers</td>
<td>1.5</td>
<td>2</td>
<td>3</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>34</strong></td>
<td><strong>42</strong></td>
<td><strong>57</strong></td>
<td><strong>62</strong></td>
<td><strong>82</strong></td>
</tr>
</tbody>
</table>

| Fund raising required | 22    | 30    | 45    | 50    | 70    |