

A stylized world map in shades of blue and orange, centered on the African continent, serves as the background for the entire page. The map is overlaid with a grid of latitude and longitude lines. The top of the page features a solid orange horizontal bar.

2013-17

**SOUTH AFRICAN  
INSTITUTE OF  
INTERNATIONAL  
AFFAIRS**

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STRATEGIC PLAN

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*In his most recent statement to SAIIA's National Council in March 2013, Mr Fred Phaswana, the chairman of SAIIA, noted that:*

*Democracies blossom because of the diversity of ideas and think tanks are an essential component of such societies. Think tanks can play a crucial, innovative role in African societies around policy formulation and debate. African governments should embrace them, help them become sustainable, and respect, support and treasure their independence.*

On the threshold of the 80<sup>th</sup> anniversary since its establishment in Cape Town in 1934, the South African Institute of International Affairs (SAIIA) has launched its next five-year plan to take the organisation forward. Much has changed in the international relations landscape since then. The foreign policy actors operating in the field have multiplied as have the institutions that research them. International relations is now characterised by its interdisciplinary nature, where 'low' politics are just as important as the 'high' politics.

The Institute has also changed significantly over this period to become one of the leading think tanks in Africa. It began as an institute focusing almost exclusively on South Africa's foreign engagements. As South Africa returned to the international fold in 1994, SAIIA began to expand its ambit reflecting that the country was an integral part of the African continent and that an institute of international affairs in South Africa needed to consider Africa's place in the world, not just that of the country at its southern tip.

The 2013 Global Go To Think Tank survey, which ranked SAIIA first in sub-Saharan Africa for the fourth consecutive year in

2012, highlighted the substantive challenges that face think tanks globally, especially in relation to dramatic changes in funding patterns, increased competition, assessing output versus impact, the growing importance of the internet and social media, and a greater emphasis on marketing strategies to promote their work. It is in this climate that SAIIA's new strategy has been crafted so as to respond to many of these challenges.

The 2013-17 strategy focuses among other things on the imperative of ensuring a constantly innovative research agenda that also requires a pool of discretionary funding; increased organisational capacity; adequate internal financial systems to access funding that is provided to big research consortia; and effective and targeted dissemination strategies for its outputs. Underpinning all of these must be the development of a financially sustainable enterprise that factors in the changed funding landscape and is in a position to take advantage of different business opportunities.

The development of the strategy during 2012 involved the entire Institute. All staff members made inputs into its various

components and will be working together to implement it.

South Africa, the continent and the world are undergoing rapid change, which will alter the face of global affairs and global power in the next few decades. In a more interconnected world where information is often mistaken for knowledge, the role of think tanks is more, not less, significant. And think tanks are no longer limited in their importance to national boundaries,

but add value to the understanding of other countries and regions. We hope that this 2013–17 strategic plan will augment SAILA's profile and ability to play such a role.



Elizabeth Sidiropoulos  
Chief Executive

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## EVALUATING THE 2008–12 STRATEGY

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*SAILA's 2008–12 strategy had been drawn up in a very different global economic and political environment from the one facing us today. It was completed just prior to the financial crisis that hit the US and later Europe, and some of the assumptions underpinning the trajectory of the international funding landscape in that strategy had to be recalibrated. This necessitated SAILA's refocusing so as to respond to changing realities on the ground, including new opportunities.*

Notwithstanding the adverse impact of the global financial crisis, we can be justifiably proud of a number of achievements during this period.

In a multi-level networked global community, partnerships with research and other institutions are becoming essential tools of the think tank world. Partnerships enrich perspectives, allow for broader dissemination and policy engagement strategies, and help to leverage diverse support. Over the last period, SAILA's various research programmes have

deepened their partnership engagement in recognition of this fact, which has in turn provided them with the opportunity to better align with the needs of the policy community – both government and non-state actors in South Africa and beyond.

While most of the research programme funding is sourced from international development agencies and private foundations abroad, the growth of the Youth@SAILA programme has allowed us to increase income from domestic sources and build up its profile and its reach. The growth



in the Youth@SAIIA activities was one of the great successes of this five-year period.

Invariably, we did not achieve everything we planned in this period. We were not always able to fill senior positions in research and in our operational units, with the result that senior management's time was not sufficiently freed up to focus on

the bigger strategic issues. The global economic downturn also affected the Institute's operations, compelling us to downsize in certain support services.

However, the strategic planning process in 2012 has reinvigorated us and galvanised our energies around the exciting opportunities that we have identified.

# THE STRATEGIC PLANNING PROCESS

*We followed an extensive evidence-based participatory research and planning process in developing this strategic plan. External consultants, Southern Hemisphere, were contracted to conduct a review of SAIIA's performance over the last five years. This was completed in August 2012. The review's overall assessment was that:*

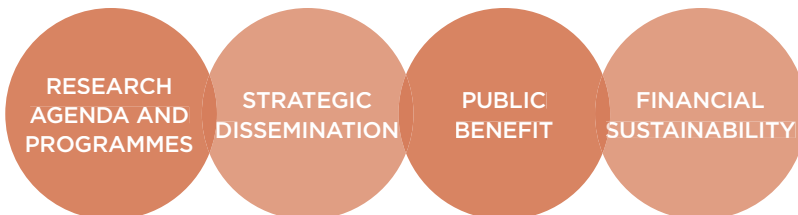
SAIIA has a positive reputation amongst its stakeholders, and is respected for the quality of its outputs, the positive contribution it makes to improve South Africa's relations with the international community and for its strong partnerships. SAIIA has had its status as the best think tank in sub-Saharan Africa confirmed three years running. SAIIA's greatest strength lies in its staff/resources and reputation. [...]

The findings of this review highlight that SAIIA is a highly driven and motivated organisation in which the staff reflect and internalise the values of the organisation particularly around integrity, professionalism, teamwork and commitment and independent thinking and the pursuit of excellence.

The strategic review for the period 2008-12 involved an extensive document review including, for example, previous evaluations, annual reports, strategic plans, National Council reports and stakeholder surveys. Qualitative interviews were conducted with internal stakeholders, including National Council members, directors, programme heads, and other key staff members. A workshop was held in May 2012 which reflected on SAIIA's history in order to better inform planning for the future. A time-line exercise, gap analysis and SWOT analysis from this workshop

were used to inform the strategic review. The draft review report was presented to the entire SAIIA team in a participatory workshop in July, where the findings and recommendations were examined and discussed.

At the same time we began developing the next five-year plan, with Southern Hemisphere playing a facilitatory role. Working groups were established at the May workshop to develop the main dedicated strategies identified through the strategic review. These were:





*From left to right: SAIIA executives, National Council members and branch chairpersons; SAIIA staff at the 2013 lekgotla.*

We also held a small focus group discussion with key African and South African government officials to understand better the policy themes that would be relevant to them. This informed the thinking of the working group on the research agenda.

The internal working groups comprised a cross-section of SAIIA staff. Each group developed a concept paper for their dedicated strategy/thematic area. In developing the concept papers, each group followed their own methodology, including internal workshops, stakeholder and competitor analysis, literature and document reviews and interviews. The draft concept papers were presented at the feedback and recommendations workshop held in July 2012, and inputs from the rest of the SAIIA team were considered. The final concept papers were used as the basis for developing the strategic plan. A strategic planning workshop was held in August, attended by all the working groups and other staff members. During the workshop three further cross-cutting areas were identified and elaborated as separate streams: Monitoring and Evaluation,

Human Resources, and Information Technology. Elements of these had formed part of some of the original working groups.

Following this workshop, the strategic plan was further sharpened before it was presented and discussed at the annual SAIIA lekgotla in January 2013. The plan was also presented to the Executive Committee in February and at the annual National Council meeting in March 2013 for adoption.



# ADVANCING AFRICA'S DEVELOPMENT

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*The Institute's primary focus is on South Africa and Africa's advancement and engagement in a dynamic global context. Although more than a decade ago, The Economist characterised Africa as the hopeless continent, by 2011, the magazine's cover was adorned with the slogan 'Africa Rising'. Africa, once the globe's most marginalised continent, is entering an era of rapid economic growth and development. Several analysts believe that Africa's resources, its demography and increasing stability will drive the continent's growth trajectory upward during the next decade. The reality is far more complex.*

Several key African states have achieved, or are poised to achieve middle-income status, notably South Africa, Nigeria, Kenya and Egypt. Some of the commodity-rich countries have benefited from the commodity boom; others have realised gains from macro-economic reforms. Nevertheless, governance weaknesses remain a feature of the landscape. A number of countries continue to be fragile politically and economically. Although by 2025 only about 13 countries will remain in the low-income category in Africa, poor people will still characterise many African middle-income countries. Attaining middle-income status is not necessarily the silver bullet for development or effective governance. The Arab Spring and events in Libya, Syria, Turkey and Egypt (all middle-income countries) have demonstrated how important good governance, accountability and social justice are during a period of increasing wealth and prosperity coupled with widening inequality and poverty.

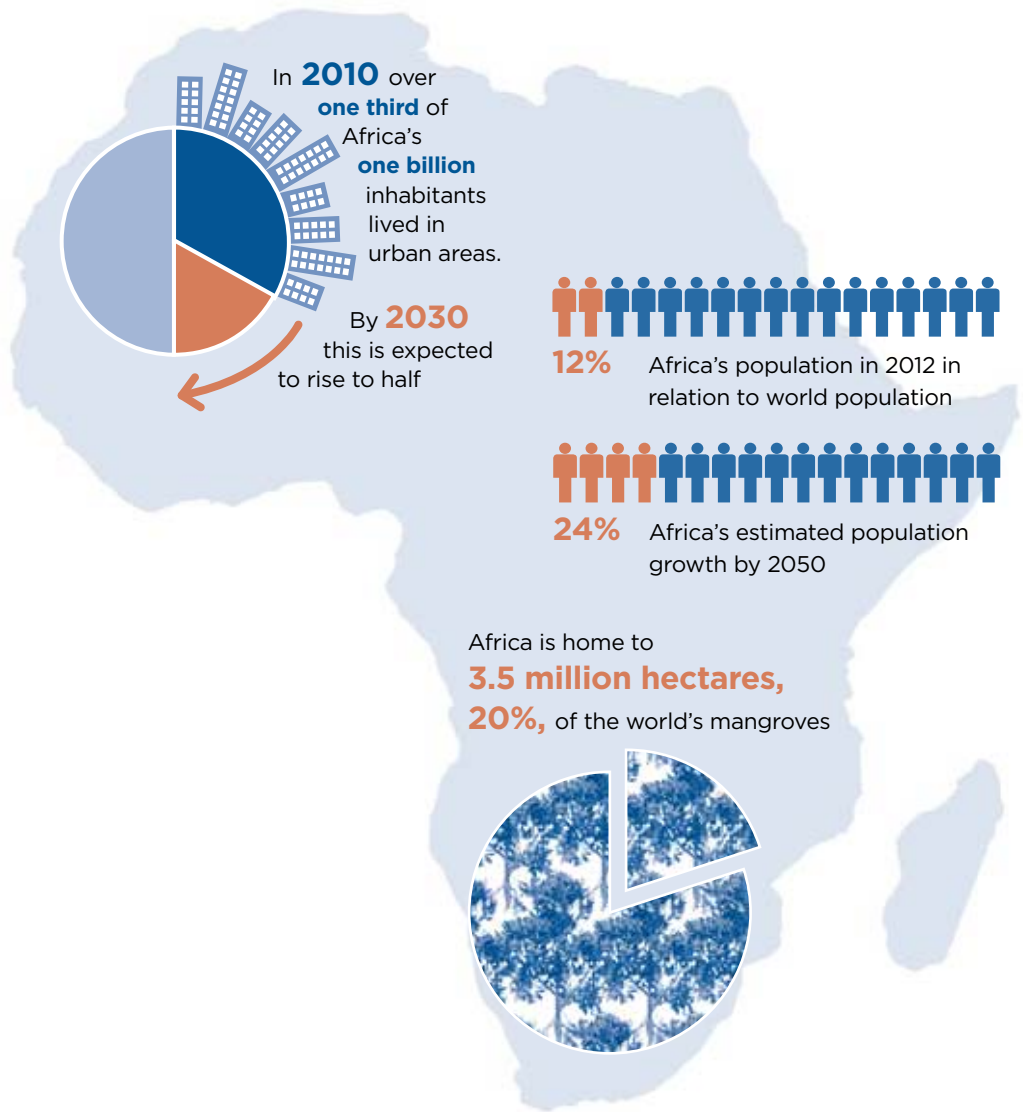
Many emerging African economies continue to face many domestic threats and socio-

economic difficulties. They all have to deal with similar questions: How effectively can policy institutions in African countries and regional institutions support good governance, economic development, and peace and security? What are the ingredients for realising broad-based and equitable economic growth? How can economic growth be accompanied by improved governance? What is required to avert a resource curse, especially as more oil and gas finds are being made across the continent? How can Africa's private sector be strengthened to foster Africa's integration and to ensure its participation in the global economy? What is the best way of leveraging new actors to benefit the quality of development in the region? How should Africans contribute to the changing role of traditional partners? Do key decision-makers in Africa have the requisite capacity to deal with multiple policy choices they face in charting their country's or the continent's future path? And, lastly, how can Africans' voices better be reflected in global policy discussions in a rapidly changing global environment?



These questions speak directly to SAIIA's research mandate and we intend to address them through our work. In this regard, realising Africa's human potential is a significant prerequisite to SAIIA's overall objective of 'a well-governed, peaceful, economically sustainable and globally engaged Africa'. At a very primary level the attainment of Africa's human potential

is only possible by tackling the causes of endemic poverty and underdevelopment. By developing policy options that are evidence-based, appropriate to the African context and the result of broad-based consultation and expert input and research, SAIIA hopes to contribute to this overarching goal.



# SAIIA'S VISION, MISSION AND VALUES

## VISION

SAIIA is the pre-eminent think tank on Africa and on global issues as they affect Africa.

## MISSION

SAIIA provides input into policy development and promotes balanced dialogue and debate on issues crucial to Africa's advancement and engagement in a dynamic global context. SAIIA does this by conducting evidence-based policy research, stimulating informed public debate, and building leadership and research excellence in Africa.

## VALUES

These values are central to the people that work at SAIIA, the work that SAIIA does and the type of working environment that SAIIA strives to create. They combine to form the mission and ethos of SAIIA.

- Working in a people-centred environment.
- Acting ethically, with integrity and professionalism at all times.
- Working as a team and showing commitment.
- Thinking independently.
- Pursuing efficiency, effectiveness and excellence.
- Valuing internal and external stakeholders.



# VALUES THAT INFORM SAIIA'S APPROACH

## Working in a people-centred environment

A people-centred work environment is one in which employees are considerate, respectful and fair to each other. It is an environment that is tolerant and culturally sensitive and where the value of employee diversity is recognised and prized.

## Acting ethically, with integrity and professionalism at all times

Central to acting professionally is acting in a transparent manner, promoting good communication and ensuring accountable, accessible leadership.

## Working as a team and showing commitment

SAIIA is strongest when its staff members work together. The collegiality and commitment of staff sets SAIIA apart from its competitors.

## Thinking independently

SAIIA staff members remain open to debate, engage with new ideas and strive to create a stimulating work environment. This is a work environment where vitality and independent thinking are valued over hierarchy.

## Pursuing efficiency, effectiveness and excellence

SAIIA staff, while flexible and enterprising in their approach to their work and to new opportunities, never compromise in their pursuit of excellence.

## Valuing internal and external stakeholders

SAIIA staff members contribute towards building internal and external relationships in a manner which reflects SAIIA's ethos and mission.



# SAIIA'S INTERVENTION STRATEGIES



## PROBLEM ANALYSIS

Lack of African-generated policy analysis relevant to a dynamic global setting

+

Key international partners/global institutions lack Africa-generated analysis and input on global governance issues and Africa's international integration

+

Continental institutions operate with constrained capacity, lacking sufficient analysis/understanding of global dynamics

+

Country level policy institutions lack African-contextualised analysis for policy formulation in a global setting

+

Participation by critical non-state actors in policy formulation is weak

=

### CENTRAL PROBLEM

Weak governance, lack of development, economic under-performance, marginal global participation

## INTERVENTION STRATEGY

Conduct and strategically disseminate evidence-based policy research

Engage national, regional and international policymakers and institutions on policy formulation

Provide platforms for informed public debate on key regional and international issues affecting Africa

Engage and empower youth to participate in international relations debates as they affect Africa

Build national, regional and global multi-stakeholder partnerships to pursue joint solutions

Nurture research excellence in Africa through targeted fellowships and collaborative exchanges

## OUTCOMES

Enhanced capacity of national, regional, continental & international state and non-state actors to make or influence the formulation of policy on global issues that affect Africa

More robust, legitimate and transparent policy formulation by stakeholders on Africa's key policy challenges

Increased and more informed multi-stakeholder dialogue and debate on key regional and international issues affecting Africa among policy makers, civil society and business in national, regional and international forums and institutions

Enhanced African voice in international global governance debates and forums

Meaningful and authentic engagement of non-state actors in policy processes

Sustainable, global knowledge and policy community partnerships pursuing joint solutions to Africa's challenges

# CONSOLIDATING THE KEY RESULT AREAS

SAIIA is a centre of excellence on issues related to Africa's engagement with the rest of the world, specifically:



The redesign and consolidation of SAIIA's research agenda in terms of these themes is a key objective for the next strategic period.

SAIIA believes that for the African continent to advance and for its people to move out of poverty requires a multi-pronged focus on the underlying challenges. SAIIA's role through evidence-based research is to contribute in this regard. From an economic perspective, our Economic Diplomacy programme researches the trade and investment policy options available that would spur economic growth, encourage the growth of a responsible private sector (both small and large), and help to generate livelihoods. The programme also emphasises the global economic superstructure, which has both direct and indirect impacts on African economies, seeks to make African voices and perspectives audible on the global stage, and thus influence the outcomes of the changing global economic governance

regime. SAIIA's work in the governance terrain is motivated by the belief that the absence of accountable systems and institutions in African countries and their respective regions condemns their populations to poverty, encourages corruption, and spurs instability and social and economic woes. When natural resources are included in such a milieu the developmental challenges faced by African states are exacerbated. Furthermore, how individual states, but also regions, choose to interact and develop relations with external players often determines whether these can contribute to stimulating economic enterprise and development, and reducing poverty. Thus, SAIIA's work on the external relations of key African states and the engagement of external actors, such as the US, China, Europe, India and Brazil in Africa, are intended to support policy-making that advances economic development, responsible governance and peace and stability (key pre-requisites for the full development of Africa's human capital).

## KEY RESULT AREA 1

Contribute to peace and security in Africa by focusing on the role of key African driver states and smaller significant states in sub-regional and continental initiatives and specifically South Africa's role as a regional leader and norm setter



## KEY RESULT AREA 2

Support evidence-based African policy-making focused on the long-term sustainability and development of the continent by leveraging the growing engagement of China, India, Russia and Brazil and other external powers active in Africa within the framework of emergent North-South and South-South dialogues and initiatives



## KEY RESULT AREA 3

Strengthen governance, stability and accountability in Africa within the framework of the emerging African governance architecture and the African Peer Review Mechanism



## KEY RESULT AREA 4

Enhance African natural resource governance with a specific focus on the nexus between good governance and sustainable, people-centred development



## KEY RESULT AREA 5

Contribute to regional integration, trade and economic sustainability in Africa through improved economic diplomacy



## KEY RESULT AREA 6

Enhance the African voice in global economic governance reform debates with particular reference to South Africa's engagement in plurilateral and multilateral forums where it is often the only African representative



## SOUTH AFRICAN FOREIGN POLICY AND AFRICAN DRIVERS



## GLOBAL POWERS AND AFRICA

### KRA 1

Contribute to peace and security in Africa by focusing on the role of key African driver states and smaller significant states in sub-regional and continental initiatives and specifically South Africa's role as a regional leader and norm setter

### KRA 2

Support evidence-based African policy making focused on the long-term sustainability and development of the continent by leveraging the growing engagement of China, India, Russia and Brazil and other external powers active in Africa within the framework of emergent North-South and South-South dialogues and initiatives

### PURPOSE

African foreign policies are better developed and articulated in order to support initiatives for peace, security and development by recognising the nexus between domestic stability, human security and a pacific foreign policy

Well-defined, evidence-based and context-specific government strategies are developed by African countries and institutions towards external powers in support of socio-economic development and good governance

### PROGRAMME OUTCOMES

- ↘ Increased analysis and research on the foreign policy of key African driver states and smaller significant states to support evidence-based foreign policy formation and the strengthening of regional institutions, norms and initiatives
- ↘ Increased and authentic multi-stakeholder engagement of non-state actors in African foreign policy formulation

- ↘ Increased and more informed multi-stakeholder dialogue and debate on global powers' engagement in Africa and its implications for Africa's stability and development
- ↘ Improved capacity through evidence-based research of national, regional, continental and international state and non-state actors to respond to the policy initiatives and engagement strategies of emerging and established powers in Africa





## GOVERNANCE AND AFRICAN PEER REVIEW MECHANISM



## GOVERNANCE OF AFRICA'S RESOURCES

### KRA 3

Strengthen governance, stability and accountability in Africa within the framework of the emerging African governance architecture and the African Peer Review Mechanism

### KRA 4

Enhance African natural resource governance with a specific focus on the nexus between good governance and sustainable, people-centred development

### PURPOSE

African governance institutions, in particular the APRM, function effectively and improve good governance in the region

Africa's natural resources are governed so as to contribute substantially, equitably and sustainably to development on the continent

### PROGRAMME OUTCOMES

- Enhanced capacity and functionality of key African governance institutions, mainly the APRM, through evidence-based research
- Meaningful and authentic participation of non-state actors in APRM and African governance initiatives and processes
- Increasing knowledge among key decision-makers of the need for key APRM and other national and regional governance initiatives and institutions to be functional, have political support and enjoy legitimacy

- Improved national, regional and Africa-wide natural resource-related policies, informed by evidence-based research and emerging from inclusive processes
- Increased and more informed debate on the contribution of Africa's natural resources to sustainable development among government, business and civil society actors at the national, regional and international levels
- Enhanced African voice in international debates and forums dealing with natural resource-related questions



### **KRA 5**

### **KRA 6**

Contribute to regional integration, trade and economic sustainability in Africa through improved economic diplomacy

Enhance the African voice in global economic governance reform debates with particular reference to South Africa's engagement in plurilateral and multilateral forums where it is often the only African representative

### **PURPOSE**

Regional integration, trade, investment and economic development in Africa are strengthened through improved economic diplomacy

Voice of Africa in global economic governance debates is enhanced

### **PROGRAMME OUTCOMES**

- ↘ Enhanced capacity of regional institutions and governments to make informed decisions relating to trade, investment and economic development issues
- ↘ African analytical capacity is strengthened on alternative approaches to regional integration that are more tailored to institutional capacities and realities
- ↘ Development of robust African regional economic policy frameworks with particular emphasis on engaging Africa's private sector in policy-making

- ↘ Qualitative improvement in analysis of and discourse about discrete global economic governance topics and the role of the G-20 therein on the part of targeted African think tanks, researchers and policymakers
- ↘ Stronger representation of the views of African countries in global economic governance forums
- ↘ Linkages established and sustained between South African officials and a broad network of African stakeholders

# THEMATIC AREAS & STRATEGIC OBJECTIVES

## RESEARCH AGENDA AND PROGRAMME

### STRATEGIC OBJECTIVE 1

*To ensure that SALLA remains a leading research think tank on policy issues related to Africa's governance, economic development, stability and voice in international affairs*

Globalisation has facilitated greater information supply and 'knowledge' democracy, although this has gone hand in hand with the difficulty of processing volumes of data and analysis. The speed of information dissemination and the increasing tendency to be first off the mark with analysis often diminishes the ability to reflect on the impact of global events and their import. This global trend has also resulted frequently in a short-term approach to defining crucial matters for research, sometimes sacrificing the longer-term international developments on the altar of the 'breaking news' or 'breaking crisis' phenomenon.

Think tanks are not newsrooms, but are also not immune to this fast-paced world of 'fast-food' analysis. Although this kind of analysis serves a purpose in today's digital age, it is incumbent upon think tanks to combine this with the necessary reflection and to highlight the longer-term trends and global challenges.

SALLA's next five-year strategy is committed to creating opportunities for our research team to reflect on such longer-term trends, what we like to call 'think tanking'. Furthermore, to boost our research capacity, we will develop a more structured relationship with our research associates around the world.

In addition, we will establish an International Advisory Board to be inaugurated by the time of our 80th anniversary celebrations in 2014. The purpose of the International Advisory Board will be to provide strategic guidance on the research agenda and raise the profile of the Institute.

We are positioning our research agenda over the next five years so that it addresses the themes that we believe will be important in the future. These are: Resource Governance, Foreign Policy, Global Governance, Regional Integration, and Good Governance.

# STRATEGIC DISSEMINATION

## STRATEGIC OBJECTIVE 2

*To enhance SAIIA's impact on policy issues through a targeted dissemination strategy*

Being steadfast in one's mission, while responding to the technological opportunities for knowledge dissemination presented by the digital age is a precondition for any successful organisation in the 21st century. Think tanks are knowledge partners playing in the public policy sphere. To exercise their mandate effectively think tanks not only need to produce quality research; they also must ensure that the appropriate audience is aware of and has access to their findings.

Thus this objective addresses the dissemination of SAIIA's work to identified target audiences through the strategic use of appropriate dissemination tools in order to enhance the impact of research on policy. We recognise that for policy recommendations to get traction and contribute to policy planning and implementation, it is necessary for us to think more strategically about how we disseminate our work. This requires consideration of a focused external stakeholder relations strategy and effective use of the media, website, electronic communication, social media and publications. All these require proper consideration at the design stage of research projects. Our events portfolio also plays a significant role in dissemination and in SAIIA's reputation for balanced debate and dialogue, which increases our ability to attract a high-level, cross-constituency audience.

Our intention is for SAIIA to be viewed as a key resource and agenda setter with regard to African perspectives on international affairs, and that its resources are used by key stakeholders including the media, African and international policy makers and policy influencers. Therefore, covering media, website, publications and events, the outputs of this strategic objective include

- strategically engaging with journalists in Africa on SAIIA's research outputs;
- creating a modern and flexible website and associated on-line community;
- better utilising our technology as an alert mechanism for outputs;
- developing an electronic publications strategy;
- increasing the readership of and subscription to the South African Journal of International Affairs from the 2012 base and achieving recognition as the go-to Journal on Africa's international relations;
- designing and implementing an external stakeholder relations strategy (especially for SA government and parliament); and
- leveraging SAIIA's brand equity nationally and internationally (including through SAIIA's 80<sup>th</sup> anniversary).

# PUBLIC BENEFIT

## STRATEGIC OBJECTIVE 3

*To fulfil SAIIA's mandate as a public benefit organisation and enhance public education, including youth education, on international affairs*

We believe that inasmuch as our primary focus is on international relations and public policy, as a think tank in a developing country, it is incumbent upon us to play a broader public benefit role. This public benefit role is first and foremost encompassed in our Youth@SAIIA programme. However, it also covers SAIIA's branches, the service our library provides to the Wits university community, the Africa Portal, our interactions with SAIIA alumni, and relations with universities across the country.

The youth programme has been a tremendous growth area for SAIIA. A key priority now is to expand the programme through the development of a multi-year funding strategy.

The library has been revamped and is now poised to help deepen the linkages between SAIIA and academic institutions.

Over the years, as a membership organisation, SAIIA has always benefited

from the participation of ordinary citizens in its activities. However, we are also aware of the changing nature of membership branches and volunteerism. To this end, SAIIA will, together with its members, be reassessing its model to ensure that members and branches add value to SAIIA's community offering and social capital investment.

Envisaged outputs over the next five-year period include

- expanding our Youth@SAIIA work through the development of a multi-year funding strategy, which also links the programme to policy makers;
- strengthening existing SAIIA-SA university relations, especially with Wits University;
- developing an effective alumni strategy with linkages to membership; and
- working with SAIIA branches to expand and diversify their membership.



*Deputy Minister (DIRCO) Ebrahim Ebrahim with members of SAIIA's youth programme*



*Youth@SAIIA learners with Maria Ramos, Chief Executive: Absa Group*

# HUMAN RESOURCES

## STRATEGIC OBJECTIVE 4

*To strengthen SAIIA's organisational capacity, particularly in relation to its management and the attraction, retention, development and motivation of its chief intellectual capital – its staff*

In 2010, we undertook an organisational redesign process intended to create more equitable work distribution among directors, free up bottlenecks and allow more time for strategic reflection. However, the redesign process was followed by downsizing because of the difficult financial environment experienced in 2011. This diluted some of the initiatives of the redesign. Limited senior staff capacity within SAIIA and the pressure to produce good quality research in a competitive funding environment creates stressful working conditions. Although we have

addressed elements of this under capacity more recently, creating the mechanisms for a less pressurised workplace is a key priority in the future.

The new strategy makes provision for the creation of a senior position in the research directorate that would provide high-level support for proposal development and effective design of monitoring and evaluation systems.

The organisational organogram is set out below.



In addition, we will re-examine delegated responsibilities within directorates in order to remove potential bottlenecks. SAIIA is also committed to constantly ensuring improved racial and geographic representation.

Key outcomes of this strategic objective are as follows:

- ▾ improve internal staff capacity through enhancing staff members' skills;

- ▾ develop a wellness programme;
- ▾ recruit in areas where needs have been identified;
- ▾ undertake an overall internal salary scale review; and
- ▾ systematise and refine career development and promotion criteria.

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## MONITORING AND EVALUATION

### STRATEGIC OBJECTIVE 5

*To build SAIIA as a learning organisation that works within a results based management framework*

What determines whether we have been successful in our policy engagement is the ability to monitor and evaluate our impact properly. In this period, we intend to refine the system of monitoring and evaluation (M&E) and ensure that we build and consolidate capacity across the Institute in this area in order to garner meaningful lessons that improve the quality of our overall delivery. The appointment of a senior person in the research directorate is intended to provide

additional support to senior management in this regard. Our major priority is to contextualise M&E within a learning culture and internalise its benefits, rather than viewing it as a mechanistic process. To this end, we will seek to refine the M&E strategy in line with gaps identified; ensure that meeting formats include reflection on lessons learnt; standardise mid-term and end of project reviews; and integrate M&E functions into job descriptions and performance appraisals.

# FINANCIAL SUSTAINABILITY

## STRATEGIC OBJECTIVE 6

*To advance organisational financial sustainability through continuous improvement to financial systems and through the growth of SAIIA's income base and the diversification of its funding*

Think tanks constantly have to innovate not only in their areas of research but equally in their business models. This objective addresses the fundamental challenge facing think tanks in an altered global environment, which necessitates diversifying income streams both geographically and sectorally.

Most of SAIIA's current income emanates from various European funders. We intend to diversify our income base to include more public funders from other regions, as well as private foundations and the private sector, including opportunities in South Africa. SAIIA will also be more proactive in responding to calls for proposals and consortia bids internationally.

Creating sources of discretionary income that provide funding for researching longer-term international relations concerns must also be an essential component of such a

strategy. Discretionary income allows for greater research flexibility in identifying under-researched areas and issues that are still over the horizon – a key element of any think tank.

Thus, SAIIA's financial sustainability plan focuses on a fundraising strategy that

- targets new sources of external and domestic funding;
- provides requisite senior level support in this process; and
- develops funding partnerships with the private sector.

Furthermore, we will review our internal financial systems to ensure effective costing models, and financial accountability, including expanding our risk assessment methodology.



# INFORMATION TECHNOLOGY

## STRATEGIC OBJECTIVE 7

*To improve the effectiveness and efficiency of SAIIA through appropriate use of information technology*

Information technology (IT) has become a primary tool for the transmission of knowledge but also for the storage and management of information. Therefore, this objective incorporates the establishment of a more effective knowledge management system at SAIIA and a dedicated

strategy and team to keep abreast of IT developments to benefit SAIIA's work. To this end we have already established an IT working group that will be responsible for keeping conversant with the latest developments in the IT field, scoping the work and prioritising the actions.



# SAIIA'S STRATEGIC HOUSE

## VISION

SAIIA is the pre-eminent think tank on Africa and on global issues as they affect Africa

## MISSION

SAIIA provides input into policy development and promotes balanced dialogue and debate on issues crucial to Africa's advancement and engagement in a dynamic global context. SAIIA does this by conducting evidence-based policy research, stimulating informed public debate, and building leadership and research excellence in Africa

## GOAL

A well-governed, peaceful, economically sustainable and globally engaged Africa

### RESEARCH AGENDA AND PROGRAMME

SO: To remain a leading research think tank on policy issues related to Africa's governance, economic development, stability & voice in international affairs

### STRATEGIC DISSEMINATION

SO: To enhance SAIIA's impact on policy issues through a targeted dissemination strategy

### PUBLIC BENEFIT

SO: To build SAIIA as a learning organisation that works within a results-based management framework

### HUMAN RESOURCES

SO: To strengthen SAIIA's organisational capacity, particularly in relation to its management and with regard to the attraction, retention, development and motivation of its chief intellectual capital – its staff

### MONITORING AND EVALUATION

SO: To build SAIIA as a learning organisation that works within a results-based management framework

### FINANCIAL SUSTAINABILITY

SO: To improve organisational financial sustainability through continuous improvement to financial systems and through the sustainable growth of SAIIA's income base and the diversification of SAIIA's funding base

### INFORMATION TECHNOLOGY

SO: To improve the effectiveness and efficiency of SAIIA through appropriate use of information technology





## SOUTH AFRICAN INSTITUTE OF INTERNATIONAL AFFAIRS

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