



MWALIMU JULIUS NYERERE LEADERSHIP SCHOOL

Kibaha 30465 Kibaha, Kwa Mfipa, Coast Region, Tanzania

E: info@mjnls.ac.tz | W: www.mjnls.ac.tz | P: +255733858001, +255733858002

MWALIMU JULIUS NYERERE LEADERSHIP SCHOOL

RESEARCH AGENDA

(2025-2035)

March 2025

© Mwalimu Julius Nyerere Leadership School

TABLE OF CONTENTS

ABBREVIATIONS AND ACRONYMS	v
1.0 INTRODUCTION	1
2.0 RATIONALE	1
3.0 RESEARCH AGENDA BY CLUSTERS	2
3.1 <i>Global Governance, International Relations, and Regional Integration</i>	2
3.1.1 <i>Key Research Areas</i>	3
3.1.2 <i>Key Players</i>	3
3.2 <i>Second Liberation, Economic Transformation, and Political Economy of Africa</i>	4
3.2.1 <i>Key Research Areas</i>	4
3.2.2 <i>Key Players</i>	5
3.3 <i>Pan-African Thought, Socialist Ideas, and Major Ideologies</i>	5
3.3.1 <i>Key Research Areas</i>	5
3.3.2 <i>Key Players</i>	6
3.4 <i>Party Building, Organization, and Leadership Development</i>	6
3.4.1 <i>Key Research Areas</i>	6
3.4.2 <i>Key Players</i>	7
3.5 <i>Governance, Strategic Thinking, and Policy Innovation</i>	7
3.5.1 <i>Key Research Areas</i>	8
3.5.2 <i>Key Players</i>	8
3.6.1 <i>Key Research Areas</i>	9
3.6.2 <i>Key Players</i>	9
3.7 <i>Crosscutting Issues in African Transformation</i>	9
3.7.1 <i>Key Research Areas</i>	9
3.7.2 <i>Key Players</i>	10
4.0 GENERAL GUIDELINES ON RESEARCH APPROACH	10
4.1 <i>Interdisciplinary Collaboration</i>	10
4.2 <i>Stakeholder Engagement</i>	10
4.3 <i>Historical Contextualization</i>	11
4.4 <i>Comparative Analysis</i>	11
4.5 <i>Ethical Considerations</i>	11
4.6 <i>Policy Relevance</i>	11
4.7 <i>Innovation and Technology Integration</i>	11
4.8 <i>Capacity Building</i>	11
4.9 <i>Dissemination of Findings</i>	11
4.10 <i>Field Research Approach</i>	12
4.11 <i>Research Report Writing</i>	12
4.12 <i>Modes of Collaboration</i>	12
4.13 <i>Funding of the Research</i>	12
5.0 GENERAL GUIDELINES ON RESEARCH ETHICS	12
5.1 <i>Intellectual Property Rights</i>	13
5.2 <i>Honesty and Integrity</i>	13
5.3 <i>Environmental Ethics</i>	13
5.4 <i>Materials Transfer Agreement (MTA)</i>	13

5.5	<i>Confidentiality</i>	14
5.6	<i>Capacity Building</i>	14
5.7	<i>Biohazards</i>	14
5.8	<i>Citation and Acknowledgement</i>	14
5.9	<i>Consent</i>	14
5.10	<i>Protection Against Political Manipulation</i>	15
6.0	GENERAL EXPECTATIONS	15
6.1	<i>Strengthening African Countries</i>	15
6.2	<i>Regional Collaborations and Beyond</i>	15
6.3	<i>Sustainable Socio-Economic Development</i>	15
6.4	<i>Inclusive Governance and Democratic Practices</i>	15
6.5	<i>Political Stability and Conflict Resolution</i>	16
6.6	<i>Technological Advancements and Innovation</i>	16
6.7	<i>Environmental Sustainability and Climate Resilience</i>	16
6.8	<i>Cross-Continental Collaboration</i>	16
6.9	<i>Youth and Women Empowerment</i>	16
6.10	<i>Evaluation and Adaptation of Policies</i>	16
7.0	ALIGNMENT OF THE AGENDA WITH THE SCHOOL VISION AND MISSION	17
8.0	MONITORING AND EVALUATION OF THE RESEARCH AGENDA	17
8.1	<i>Objectives of Monitoring and Evaluation</i>	17
8.2	<i>Core Principles</i>	18
8.3	<i>Monitoring Mechanisms</i>	18
8.4	<i>Evaluation Strategies</i>	18
8.5	<i>Key Performance Indicators</i>	18
8.6	<i>Feedback and Learning Processes</i>	19
8.7	<i>Governance and Oversight</i>	19
9.0	REFERENCES	20

ABBREVIATIONS AND ACRONYMS

AERA	American Educational Research Association
ANC	African National Congress
APA	American Psychological Association
AU	African Union
CCM	Chama Cha Mapinduzi
FLMSA	Former Liberation Movements of Southern Africa
FRELIMO	Mozambique Liberation Front
FY	Financial Year
IMF	International Monetary Fund
MJNLS	Mwalimu Julius Nyerere Leadership School
MLA	Modern Language Association
MP	Member of Parliament
MPLA	Popular Movement for the Liberation of Angola
MTAs	Materials Transfer Agreements
NEC	National Executive Committee
NHMRC	National Health and Medical Research Council
NIH	National Institutes of Health
PAR	Participatory Action Research
RECs	Regional Economic Communities
SWAPO	South West Africa People's Organisation
UBMTA	Uniform Biological Material Transfer Agreement
UN	United Nations
WCED	World Commission on Environment and Development
WHO	World Health Organization
WIPO	World Intellectual Property Organization
WTO	World Trade Organization
ZANU-PF	Zimbabwe African National Union – Patriotic Front

FOREWORD

I am honoured to present the Mwalimu Julius Nyerere Leadership School's Research Agenda for the decade 2025–2035. This document is more than a roadmap; it is a solemn commitment to intellectual excellence, transformative leadership, and the continued advancement of Pan-African ideals in a rapidly evolving global context.

The Six Sister Parties—ANC, CCM, FRELIMO, MPLA, SWAPO, and ZANU-PF—have not only played a defining role in Africa's liberation but continue to serve as vanguards for its socio-economic, political, and ideological transformation. Their historic mission now extends beyond decolonisation toward ideological renewal, youth succession, gendered leadership, and strategic global repositioning. This research agenda emerges from that vision—rooted in history, but future-focused. It is crafted to deepen our understanding of governance, economic transformation, ideological clarity, party-building, and Africa's evolving role within the global order.

Over the next decade, our research will be organised around six strategic clusters that respond to Africa's most pressing and enduring realities. These include global governance and regional integration; second liberation and political economy; Pan-African thought, socialism, and ideological clarity; party building and leadership development; governance and policy innovation; and knowledge production. Each cluster has been carefully designed to provide analytical depth and policy relevance while supporting the strategic renewal of the Six Sister Parties and the continent at large.

More than an academic exercise, this agenda is a call to action. It is intended to shape policies, refine ideologies, and equip a new generation of African leaders with the tools and vision to drive meaningful change. It will support our parties and institutions by offering research-based insights that inform decision-making, promote ideological coherence, and foster political and economic sovereignty. At its core, this agenda is problem-solving in nature—dedicated to advancing transformative governance and preparing Africa for a self-reliant, integrated, and prosperous future.

This Research Agenda is not static. It is designed to evolve as Africa confronts new opportunities and challenges, including the restructuring of global governance institutions, the population policy agenda, and the need for a unified continental voice on matters of development, trade, and security. As we embark on this journey, I invite scholars, policymakers, and leaders across Africa and beyond to engage, collaborate, and contribute to the collective advancement of our shared Pan-African vision.

In conclusion, I extend my deepest gratitude to the researchers, scholars, and partners who will bring this agenda to life. Your intellectual courage, critical thinking, and dedication will shape not only the future of the School, but the very character of African leadership. Together, let us build on the legacy of our liberation movements and move forward, united in purpose and vision, toward a dignified, self-determined, and sovereign Africa.

Prof. Marcellina Chijoriga (PhD)
Principal,
Mwalimu Julius Nyerere Leadership School

EXECUTIVE SUMMARY

The Mwalimu Julius Nyerere Leadership School (MJNLS) presents its 2025–2035 Research Agenda, a strategic framework aimed at advancing Pan-Africanism, governance transformation, and sustainable socio-economic development. Rooted in the legacy and aspirations of the Six Sister Parties—ANC, CCM, FRELIMO, MPLA, SWAPO, and ZANU-PF—this agenda aligns research with Africa’s most urgent political, ideological, and developmental priorities.

Repositioning Africa in Global Governance and Economic Development

Africa’s limited influence in global governance structures, persistent economic dependency, and challenges in regional integration require strategic, context-driven research. Drawing from the ideas of Thandika Mkandawire, Samir Amin, and Claude Ake, this agenda explores pathways for economic liberation, industrialization, and self-reliance, offering policy recommendations to strengthen Africa’s voice in multilateral institutions and global trade reforms. It also emphasizes the development of a shared African position on global governance restructuring, finance architecture, and trade negotiations.

Pan-African Thought, Socialist Ideologies, and Leadership Renewal

Inspired by Kwame Nkrumah, Julius Nyerere, and Amílcar Cabral, this research strand explores the evolution and adaptation of Pan-Africanism, socialist thought, and ideology in governance. At its core is the imperative for ideological renewal to revitalize the Liberation Movements, strengthen their mass appeal, and develop a transformative leadership pipeline, particularly among youth and women. It aims to reinforce party-building strategies and promote ideological clarity and resilience within the Six Sister Parties.

Strategic Governance, Policy Innovation, and Institutional Resilience

Effective governance in Africa depends on strategic leadership, policy foresight, and institutional innovation. Drawing insights from Mahmood Mamdani and Ali Mazrui, the agenda addresses issues of governance effectiveness, public sector reform, and leadership transformation. It also explores the political economy of statecraft and the intersection of democracy, security, and development.

Capacity Building, Research Ecosystems, and Knowledge Production

Africa’s ability to produce homegrown solutions depends on strong research capacity and indigenous knowledge systems. This agenda prioritizes capacity building, Africa-centered methodologies, and partnerships with universities, think tanks, and regional institutions to ensure African perspectives shape policy at all levels. Emphasis is placed on intellectual independence, critical inquiry, and the decolonization of development discourse.

Conclusion

The MJNLS 2025–2035 Research Agenda is a timely and strategic call for transformative knowledge that informs leadership, governance, and ideological renewal. It responds to Africa’s urgent priorities—population policy, ideological succession, and continental repositioning—empowering the Six Sister Parties and elevating Africa’s voice in a shifting global order.

1.0 INTRODUCTION

The Mwalimu Julius Nyerere Leadership School (MJNLS) was established as a joint initiative of the Six Sister Parties—ANC, CCM, FRELIMO, MPLA, SWAPO, and ZANU-PF—following a 2012 resolution to create a continental leadership and ideological training institution (Jones, 2020). Located in Kibaha, Tanzania, the foundation stone was laid in 2018 by the late His Excellency Dr. John Pombe Magufuli, and the School was officially inaugurated on February 23, 2022, by Her Excellency Dr. Samia Suluhu Hassan, President of the United Republic of Tanzania and Chairperson of CCM. The School gained formal legal recognition through registration on 20th August, 2024; marking a milestone in its institutional growth and operational mandate.

The 2025–2035 Research Agenda embodies a decade-long commitment to advancing Pan-African thought, governance, economic transformation, and leadership development in alignment with the strategic vision of the Six Sister Parties. Drawing on the ideological legacies of Kwame Nkrumah, Julius Nyerere, Samora Machel, and Amílcar Cabral, the agenda interrogates the political economy of Africa, explores global governance dynamics, and promotes party-building and policy innovation (Nkrumah, 1964; Nyerere, 1962; Machel, 1975; Cabral, 1979).

To address Africa’s developmental and governance challenges, the research agenda is further informed by the insights of thinkers such as Mahmood Mamdani, Thandika Mkandawire, and Samir Amin, whose works critique structural dependencies and propose progressive economic alternatives (Mamdani, 1996; Mkandawire, 2001; Amin, 2019). The agenda also draws inspiration from Ali Mazrui, Achille Mbembe, and Ngũgĩ wa Thiong’o, emphasizing African-centered knowledge, ideological clarity, and transformative leadership (Mazrui, 1986; Mbembe, 2001; Ngũgĩ, 1986).

Structured around six strategic research clusters, this agenda seeks to generate knowledge that shapes public policy, supports ideological renewal, and promotes economic self-reliance. It positions MJNLS as a continental hub for intellectual inquiry and leadership development; working to equip African institutions, parties, and leaders with data-driven solutions and strategic insights. Ultimately, the School envisions an Africa that is politically integrated, economically sovereign, and globally assertive, in line with the foundational aspirations of the Six Sister Parties and Pan-Africanist values.

2.0 RATIONALE

The Mwalimu Julius Nyerere Leadership School’s (MJNLS) 2025–2035 Research Agenda represents a decade-long commitment to Pan-Africanism, ideological renewal, economic transformation, and governance reform. Rooted in the legacy of the Six Sister Parties; ANC, CCM, FRELIMO, MPLA, SWAPO, and ZANU-PF; this agenda is designed to respond to Africa’s enduring political, economic, and social challenges while fostering transformative leadership and continental self-determination (Jones, 2020).

Through a structured thematic cluster approach, the agenda investigates global governance, economic sovereignty, regional integration, and ideological evolution; pillars essential to Africa’s development trajectory (Smith et al., 2023). It builds on the

foundations of Pan-African thought (Nkrumah, 1964), interrogates Africa's political economy (Fanon, 1961), and explores the role of party-building in shaping inclusive, value-driven political systems (Lumumba, 1960).

Acknowledging the urgency of strategic and effective leadership, this agenda integrates the analyses of scholars such as Mahmood Mamdani and Thandika Mkandawire to critically position African countries within global power structures (Mamdani, 1996; Mkandawire, 2001). It also draws from the ideological insights of Marxism, socialism, and African philosophy (Cabral, 1979), reinforcing policy innovation and governance strategies that honour Mwalimu Nyerere's vision of self-reliance and people-centered development (Garcia & Patel, 2023).

This initiative transcends academic discourse; it is a strategic call to action (Harris et al., 2022). By bridging the gap between research and practice, MJNLS seeks to provide leaders and institutions with evidence-based tools to address contemporary challenges. Its impact is intended to go beyond classrooms and conferences, offering real-world solutions in governance, economic inclusion, and institutional reform (Anderson & Thompson, 2023).

This Research Agenda is a strategic instrument through which MJNLS will contribute to the revitalization of the ideological foundations of the Six Sister Parties. It affirms the School's resolve to deepen Pan-African solidarity, foster intergenerational renewal, and promote knowledge-based leadership across the continent. Through these commitments, MJNLS positions itself to support Africa's collective voice and agency in reshaping global systems and influencing regional and international policy outcomes (Resnik, 2015).

3.0 RESEARCH AGENDA BY CLUSTERS

This section outlines the structured research priorities that will guide investigations into Africa's socioeconomic, political, and ideological transformations over the next decade. Rooted in the academic and leadership training themes of the Mwalimu Julius Nyerere Leadership School (MJNLS), these research clusters address pressing historical, economic, governance, and developmental challenges while integrating insights from global discourse. The agenda has been further shaped to respond to the contemporary need for ideological renewal, generational transition in leadership, and strategic repositioning of Africa in the emerging global order.

By engaging in interdisciplinary research, the agenda seeks to empower the School, strengthen the ideological renewal of the Six Sister Parties, and enhance Africa's positioning in global affairs. It also aims to catalyze the reinvention and rejuvenation of liberation movements through youth and women inclusion, and critical interrogation of Africa's evolving relationship with global powers. The research outcomes will contribute to evidence-based policymaking, support regional and continental integration efforts, and advance Africa's self-reliant economic and governance models.

3.1 Global Governance, International Relations, and Regional Integration

The 21st century has witnessed a growing contestation over the rules and structures of global governance, with Africa often positioned at the periphery of international

decision-making processes (Acharya, 2018). Despite Africa's rich endowment of natural resources and its rising demographic and economic significance, its voice in multilateral institutions remains constrained by historical legacies, structural dependencies, and geopolitical dynamics (Adetula, 2021). The continent's regional integration efforts, particularly through the African Union (AU) and regional economic communities (RECs), have faced persistent challenges related to political will, institutional capacity, and policy coherence (Bach, 2020).

Moreover, the absence of a shared ideological framework among liberation parties in Southern Africa has weakened their ability to forge common positions in multilateral diplomacy, trade negotiations, and global security debates. As global institutions such as the UN, WTO, and IMF undergo reform debates, Africa's collective bargaining power depends on coherent continental strategies grounded in shared values and historical experiences.

This research cluster seeks to analyze Africa's role in global governance, assess the effectiveness of regional integration frameworks, and explore strategies for repositioning the continent as an influential actor in international relations. By fostering research that informs diplomatic strategies, trade policies, and multilateral engagements, MJNLS aims to equip policymakers, party leaders, and governance institutions with the tools necessary to navigate the complexities of international politics. A specific focus will be given to Africa's ideological coherence and shared voice in global platforms, the African Group's unity at the UN, and regional alignment within SADC, AU, and other continental initiatives. In the long term, the School envisions a politically and economically integrated Africa, capable of articulating and defending its collective interests on the global stage while strengthening intra-African cooperation.

3.1.1 Key Research Areas

- 3.1.1.1 Africa's participation in global governance institutions (UN, WTO, IMF, World Bank)
- 3.1.1.2 Regional economic integration and the role of African Union (AU) and RECs
- 3.1.1.3 Africa's geopolitical strategies in international relations
- 3.1.1.4 Multilateral diplomacy and South-South cooperation
- 3.1.1.5 African agency in trade negotiations and economic partnerships
- 3.1.1.6 Security governance and conflict resolution mechanisms
- 3.1.1.7 Shared ideological frameworks for Africa's global engagement
- 3.1.1.8 Strategies for liberation parties to influence Africa's continental positioning in multilateral negotiations

3.1.2 Key Players

Key stakeholders include African governments, regional economic communities (RECs), the African Union (AU), multilateral institutions (UN, IMF, WTO, World Bank), think tanks, research institutions, and political parties. International partners from the Global South and emerging economies also play a crucial role in shaping Africa's strategic positioning in global governance. Liberation parties, individually and

collectively, must be repositioned as strategic ideological actors in shaping regional and global discourses.

3.2 Second Liberation, Economic Transformation, and Political Economy of Africa

The struggle for Africa’s economic emancipation remains unfinished, as many post-colonial states continue to grapple with economic dependency, structural underdevelopment, and externally driven policy prescriptions (Mkandawire, 2015). The neoliberal economic frameworks imposed through structural adjustment programs (SAPs) in the 1980s and 1990s eroded state capacities and deepened inequalities, leading to new forms of socio-economic marginalization (Bond, 2020). The persistence of extractive economic models, weak industrialization, and asymmetric trade relations further constrain Africa’s ability to achieve self-reliant development (Amin, 2019).

As the liberation era gives way to a new generation, the imperative for a second liberation; economic, ideological, and institutional; has become urgent. This calls for revitalizing the liberation movement’s role in constructing endogenous development paradigms, advocating for sovereign economic policymaking, and challenging global economic structures that entrench dependency. Moreover, Africa’s youth bulge, if strategically harnessed, offers the demographic energy required to drive this transformation.

Through rigorous research and policy engagement, this cluster aims to contribute to Africa’s second liberation—one that is fundamentally economic. It will explore alternatives to neoliberalism, propose strategies for industrialization, and advocate for sustainable and inclusive economic policies rooted in Pan-African self-determination. It will also examine the ideological narratives that underpin economic policy, and how these can be reconstructed to reflect the liberation parties' vision for economic justice, environmental sustainability, and African solidarity. By examining the political economy of Africa, MJNLS seeks to generate knowledge that supports the transformation of economic structures, enhances intra-African trade, and fosters economic sovereignty. Ultimately, the agenda aims to reposition economic liberation as central to party renewal, intergenerational equity, and continental resilience.

3.2.1 Key Research Areas

- 3.2.1.1 Post-colonial economic dependencies and alternative development pathways
- 3.2.1.2 Industrialization strategies and intra-African trade
- 3.2.1.3 Structural adjustment policies and their long-term impacts
- 3.2.1.4 Extractive economies and sustainable resource management
- 3.2.1.5 The political economy of food security and agricultural transformation
- 3.2.1.6 Economic nationalism and self-reliance in Africa
- 3.2.1.7 Ideological foundations of Africa’s economic liberation agenda
- 3.2.1.8 Financing African development - internal sources, party-led cooperatives, and regional resource pooling

- 3.2.1.9 Youth and women in economic transformation - retooling for productivity and inclusion
- 3.2.1.10 Africa's population policy in the context of global depopulation agendas

3.2.2 Key Players

Key actors include African states, regional economic communities (RECs), African Union (AU), national and regional policy research institutions, international financial institutions, pan-African organizations, and political parties advocating for economic self-determination. Youth and women leagues of the Six Sister Parties, African think tanks on economic justice, and South-South cooperation networks also play a critical role in shaping new economic paradigms that reflect Africa's collective vision.

3.3 Pan-African Thought, Socialist Ideas, and Major Ideologies

Pan-Africanism remains the ideological cornerstone of Africa's struggle for unity, self-determination, and social justice. However, contemporary political and economic challenges have led to ideological fragmentation, with socialism and other progressive ideas facing renewed contestation amid the rise of neoliberalism. The resurgence of right-wing populism, economic nationalism, and neocolonial influences further complicates Africa's ideological trajectory. As the Six Sister Parties continue to champion socialist ideals, there is a need for scholarly engagement on how to adapt Pan-African and socialist thought to modern governance and economic realities.

In recent years, a growing ideological vacuum has emerged within former liberation movements, leading to a disconnect between party leadership and the youthful populations they aim to mobilize. The absence of a coherent ideological renewal strategy has contributed to the decline in the ideological appeal and intergenerational legitimacy of many liberation parties. Addressing this challenge requires the systematic reconstruction and rejuvenation of socialist and Pan-Africanist principles, rooted in mass education, political mobilization, and intergenerational mentorship.

This research cluster will therefore not only examine the evolution of Pan-Africanism, socialist movements, and competing ideologies in Africa but will also offer concrete strategies for ideological renewal. It will explore how ideological frameworks; particularly those grounded in social justice, equity, and collective self-reliance; can be revitalized to counter imperialist narratives, guide party renewal, and shape developmental governance. Particular attention will be given to the role of youth and women as agents and inheritors of ideological continuity.

3.3.1 Key Research Areas

- 3.3.1.1 Evolution of Pan-African thought and socialist movements
- 3.3.1.2 Ideological shifts and their impact on African political systems
- 3.3.1.3 Socialism and economic planning in African governance
- 3.3.1.4 The role of political parties in ideological formation
- 3.3.1.5 Countering neoliberalism and neocolonial influences

- 3.3.1.6 African philosophy and indigenous knowledge systems
- 3.3.1.7 Strategies for ideological renewal within liberation movements
- 3.3.1.8 Youth and women as carriers of ideological succession in political parties
- 3.3.1.9 Comparative analysis of global ideological trends and their influence on African governance
- 3.3.1.10 Development and institutionalization of ideological education and political schools

3.3.2 Key Players

Relevant actors include the Six Sister Parties, African intellectuals, universities, research institutions, ideological think tanks, grassroots movements, and international solidarity networks supporting socialist and Pan-African causes. In addition, party schools, youth and women leagues, former liberation movements' veterans, and education ministries play a central role in re-ideologizing the political space. Strategic partnerships with Asian socialist institutions and progressive global movements will also enhance the ideological literacy and resilience of African political actors.

3.4 Party Building, Organization, and Leadership Development

Political parties remain crucial institutions for democratic governance, policy formulation, and leadership development. However, many African parties—especially those born out of liberation struggles—struggle with internal democracy, ideological clarity, and organizational sustainability. There is growing concern that some of the Liberation Parties are increasingly perceived as conventional electoral machines, disconnected from the ideals of transformation, youth aspirations, and grassroots mobilization.

This presents a fundamental challenge for long-term political renewal and generational succession. With youth making up the majority demographic on the continent, the Liberation Parties must deliberately reconstruct themselves to appeal to this base; not merely as voters but as participants in shaping the Party's vision and future. This cluster therefore emphasizes the ideological, organizational, and intergenerational renewal of the Six Sister Parties.

This research cluster seeks to provide insights into best practices for party organization, strategies for ideological development, and methods for building effective, transformative leadership. It will also explore models for political education and the institutionalization of party schools as centers for continuous cadre development and accountability.

3.4.1 Key Research Areas

- 3.4.1.1 Internal Democracy and Governance within Political Parties
- 3.4.1.2 Leadership Development and Political Cadre Training
- 3.4.1.3 The Role of Women and Youth in Party Leadership
- 3.4.1.4 Party Financing and Sustainable Resource Mobilization

"Leadership for Inclusivity and Impact"

- 3.4.1.5 The Relationship Between Political Parties and Governance Institutions
- 3.4.1.6 Political education and the institutionalization of party schools
- 3.4.1.7 Succession planning and intergenerational leadership renewal in Liberation Parties
- 3.4.1.8 Comparative studies on the evolution of party organization in Global South contexts
- 3.4.1.9 Rebuilding ideological coherence and relevance in a competitive multiparty environment
- 3.4.1.10 Mobilizing the Party base through communication strategies and community engagement

3.4.2 Key Players

Relevant actors include political parties (especially the Six Sister Parties), leadership training institutions, governance bodies, international political networks, and academic researchers. Youth and women wings of parties, ideological schools, inter-party dialogue platforms, and regional political organizations also serve as essential players in advancing sustainable party renewal and organizational resilience.

3.5 Governance, Strategic Thinking, and Policy Innovation

Good governance is the foundation of sustainable development and political stability. African states continue to face governance challenges related to corruption, weak institutions, and lack of strategic vision. Strengthening governance structures requires innovative policies, strategic leadership, and evidence-based decision-making.

However, the governance discourse in Africa cannot be divorced from the broader ideological and geopolitical landscape. In an increasingly interdependent and multipolar world, African states must not only reform their internal governance mechanisms but also articulate coherent policy positions that respond to emerging global challenges. This includes the continent's collective engagement with shifting global governance institutions such as the United Nations, the World Bank, and the World Trade Organization; platforms in which Africa's voice remains underrepresented and fragmented.

Moreover, the absence of unified ideological frameworks among the Six Sister Parties has hindered collective strategic thinking and mutual support in policy formulation. The rise of external conditionalities and development blueprints has often displaced indigenous models of governance and innovation. This research cluster seeks to develop frameworks for policy sovereignty and coordinated responses to emerging global governance reforms.

This cluster aims to generate research that informs governance reforms, strategic planning, and policy innovation in Africa, while also supporting long-term continental and liberation party-level renewal in thought leadership and transformational capacity.

3.5.1 Key Research Areas

- 3.5.1.1 Strategies for Enhancing Institutional Capacity and Public Sector Efficiency
- 3.5.1.2 Anti-Corruption Strategies and Governance Ethics
- 3.5.1.3 Policy Innovation for Sustainable Development
- 3.5.1.4 Strategic Leadership in Governance and Policy Formulation
- 3.5.1.5 The Role of Political Parties in Public Policy Making
- 3.5.1.6 Africa’s collective policy response to global governance reforms (UN, WB, WTO, IMF)
- 3.5.1.7 Designing home-grown models of governance that reflect African values and liberation party ideologies
- 3.5.1.8 Strengthening ideological coherence for coordinated governance strategies among the Six Sister Parties
- 3.5.1.9 Long-term development planning and resilience in the face of external policy prescriptions
- 3.5.1.10 Governance innovation in intergovernmental coordination and regional development frameworks

3.5.2 Key Players

Key actors include national governments, governance institutions, political parties, policy think tanks, and international development organizations. In addition, liberation party secretariats, continental bodies like the African Peer Review Mechanism (APRM), African Union departments, and political education institutions have critical roles in promoting strategic governance innovation and policy alignment. Collaborative research efforts involving academic institutions and strategic planning agencies are essential in building local policy capacities.

3.6 Research, Knowledge Production, and Digital Transformation for Innovation

The ability to generate, interpret, and apply knowledge remains fundamental to Africa’s socio-political and economic transformation. Yet, African-led research and knowledge production are often hindered by systemic underfunding, dependence on external research agendas, and limited institutional capacity. Many think tanks, party schools, and public institutions lack the analytical infrastructure to translate research into actionable insights.

Moreover, Africa’s intellectual and political institutions must urgently invest in cultivating a culture of self-driven inquiry, critical thinking, and ideological clarity—particularly within the Liberation Movements. The current knowledge gaps weaken efforts toward strategic positioning, ideological renewal, and the development of context-specific governance and policy solutions.

This research cluster is designed to strengthen Africa’s intellectual sovereignty by advancing research methodologies rooted in Pan-African paradigms and problem-solving. It will foster analytical capacity among policymakers, political actors, and civil

society stakeholders, positioning knowledge as a strategic resource in Africa's development agenda.

3.6.1 Key Research Areas

- 3.6.1.1 Enhancing Research Capacity and Infrastructure in Africa
- 3.6.1.2 Decolonizing Knowledge Production in Africa
- 3.6.1.3 Bridging the Research-Policy Gap in African Governance
- 3.6.1.4 Strengthening Analytical Skills for Policy Formulation
- 3.6.1.5 Promoting African-Centered Approaches to Research and Development
- 3.6.1.6 Rebuilding the research and ideological arms of Liberation Movements
- 3.6.1.7 Institutionalizing training in strategic intelligence, foresight, and data analytics for political leaders
- 3.6.1.8 Promoting publication, dissemination, and use of indigenous research in party decision-making and national policy
- 3.6.1.9 Comparative studies on how political parties in the Global South use research for innovation and reform
- 3.6.1.10 The role of party schools and political institutes in research and documentation of African struggles
- 3.6.1.11 Digital Transformation and Innovation

3.6.2 Key Players

Key stakeholders include academic institutions, research centers, think tanks, national statistical agencies, party schools, policymakers, African intellectuals, and development partners. Youth and women researchers, ideological educators, and Pan-African publishing platforms must also be prioritized to ensure the research enterprise is inclusive, contextually relevant, and transformative.

3.7 Crosscutting Issues in African Transformation

The challenges confronting Africa today are complex and interconnected, transcending traditional thematic boundaries. Liberation parties and their institutions must therefore approach research and leadership development in a way that recognizes and integrates these crosscutting issues. Such concerns are not only instrumental in shaping governance and development outcomes but also in reinforcing Pan-African solidarity and ideological renewal.

This cluster seeks to generate holistic insights into issues that influence all other research areas, ensuring that the agenda remains responsive, inclusive, and strategically relevant. It will also help MJNLS and the Six Sister Parties anticipate emerging global and regional dynamics while safeguarding ideological integrity.

3.7.1 Key Research Areas

- 3.7.1.1 Demographic Change and Population Policy involves examining the implications of Africa’s youth bulge, rapid urbanization, and migration for governance, party renewal, and socio-economic transformation.
- 3.7.1.2 Climate Change and Environmental Sustainability entails assessing how ecological crises intersect with governance, economic development, and the legitimacy of political parties.
- 3.7.1.3 Gender Equality and Women’s Empowerment requires focusing on mainstreaming women’s leadership, rights, and participation across all political, economic, and social dimensions.
- 3.7.1.4 Youth, Education, and Ideological Renewal calls for investigating how intergenerational shifts in education, political participation, and values impact party loyalty, ideological clarity, and leadership succession.
- 3.7.1.5 Health Security and Resilience involves evaluating the lessons from pandemics and public health crises for governance systems, social protection frameworks, and the political legitimacy of liberation movements.

3.7.2 Key Players

Relevant actors include governments, regional bodies such as the African Union (AU) and RECs, political parties, academic institutions, civil society organizations, international partners from the Global South, and grassroots movements. The integration of diverse actors ensures that crosscutting research contributes to evidence-based policymaking, ideological renewal, and Africa’s resilience in the face of global challenges.

4.0 GENERAL GUIDELINES ON RESEARCH APPROACH

The general guidelines on research approach for the Mwalimu Julius Nyerere Leadership School Research Agenda (2025–2035) establish a comprehensive framework for conducting research, aligning with the School’s vision and mission. The key components of the research approach encompass interdisciplinary collaboration, stakeholder engagement, a Pan-African perspective, longitudinal studies, comparative analysis, ethical considerations, inclusivity and diversity, practical applicability, rigorous data collection and analysis, and a commitment to continuous learning and adaptation. This approach affirms the School’s role in catalyzing ideological renewal, strengthening liberation party identity, and offering research that informs transformative policy formulation.

4.1 Interdisciplinary Collaboration

Promote interdisciplinary collaboration among researchers, encouraging a holistic approach that incorporates diverse perspectives from fields such as political science, economics, sociology, and philosophy (Smith et al., 2023). This is key to understanding the multilayered nature of Africa’s ideological reconstruction and global agency.

4.2 Stakeholder Engagement

Prioritize active engagement with stakeholders, including the Six Sister Parties, to ensure that research outcomes address real-world challenges and contribute to the advancement of their leadership and ideological objectives (Johnson & Brown, 2022). Particular emphasis is placed on involving party youth and women's wings in co-designing research priorities to strengthen intergenerational and inclusive renewal.

4.3 Historical Contextualization

Contextualize research within the historical backdrop of the Southern African liberation movements, acknowledging the rich historical legacy and the evolving socio-political landscape of the region (Jones, 2021). Research will explicitly revisit liberation values in light of contemporary ideological threats and generational shifts.

4.4 Comparative Analysis

Encourage comparative analysis, both within the African continent and globally, to draw insightful parallels, contrasts, and best practices applicable to the unique challenges faced by the Six Sister Parties (Garcia & Patel, 2023). Comparisons with other movements in the Global South will illuminate strategies for ideological repositioning, modernization, and resistance to external influence.

4.5 Ethical Considerations

Uphold the highest ethical standards in all research activities, respecting the principles of academic integrity, confidentiality, and the rights of research participants (Williams, 2022).

4.6 Policy Relevance

Prioritize research that has direct relevance to policy formulation and decision-making, contributing to the advancement of Pan-African ideologies and the sustainable development goals of the region (Anderson & Thompson, 2023). Research must produce actionable recommendations, enabling parties to rejuvenate ideologically and strategically reposition Africa in global forums.

4.7 Innovation and Technology Integration

Embrace innovative research methodologies and leverage cutting-edge technologies to enhance the efficiency and effectiveness of research processes and outcomes (Lee et al., 2021). Digital technologies will support greater youth-led research, community participation, and dynamic data visualisation.

4.8 Capacity Building

Place a strong emphasis on building the research capacity of scholars and practitioners within the Six Sister Parties, fostering a culture of continuous learning and knowledge exchange (Brown & Wilson, 2022). This includes targeted development of ideological trainers and researchers among young cadres.

4.9 Dissemination of Findings

Ensure that research findings are disseminated widely through various channels, including academic publications, policy briefs, and interactive forums, maximizing the impact and accessibility of the research (Harris et al., 2022). Findings should directly inform party training manuals, annual conferences, and continental forums.

4.10 Field Research Approach

The general guidelines on research approach for the Mwalimu Julius Nyerere Leadership School Research Agenda (2025–2035) are founded on a multidimensional framework to ensure a comprehensive and impactful research endeavor. Drawing on principles from Denzin and Lincoln (2021), the guidelines advocate for a participatory action research (PAR) approach, emphasizing immersive field research that involves stakeholders and collaborates with local communities. This field research strategy is instrumental in capturing the authentic dynamics of the issues under investigation.

4.10.1 Data Collection Methods

In terms of data collection methods, the guidelines recommend a mixed-methods approach, as proposed by Creswell and Creswell (2017). This approach integrates qualitative and quantitative techniques, including surveys, interviews, focus group discussions, and participant observations. Furthermore, advanced data analytics tools are to be employed for rigorous analysis, aligning with contemporary research standards.

4.11 Research Report Writing

When it comes to research report writing, the guidelines adhere to recognized academic standards, ensuring clarity, coherence, and transparency in reporting (American Psychological Association, 2020). The emphasis on interdisciplinary collaboration in the writing process reflects the importance of diverse perspectives in contributing to a comprehensive and well-rounded research output.

4.12 Modes of Collaboration

Modes of collaboration, as suggested by Adler and Elmquist (2015), are a crucial component of the research approach. The guidelines advocate for fostering inter-institutional collaboration with universities, research institutes, and think tanks. Establishing research networks and partnerships, along with organizing collaborative workshops and seminars, is seen as essential for facilitating knowledge exchange. Regional collaboration will be pursued to unify Africa’s voice in global knowledge production and challenge epistemic dependency.

4.13 Funding of the Research

In addressing the funding aspect of research, the guidelines propose a diversified funding strategy, incorporating financial contributions from the Six Sister (plus one) Parties, government grants, credible philanthropic foundations, and private sector partnerships. This approach aligns with the recommendations of Etzkowitz et al. (2000), advocating for a sustainable funding model and collaborative funding approaches with sister parties and international partners.

5.0 GENERAL GUIDELINES ON RESEARCH ETHICS

The Mwalimu Julius Nyerere Leadership School (MJNLS) is committed to maintaining the highest standards of ethics and integrity in all its research endeavours. These guidelines establish a robust ethical framework that aligns with international standards while reflecting the ideological and socio-political values that guide the School and its stakeholders, particularly the Six Sister Parties. Ethical research at MJNLS is not only about compliance but also about upholding Pan-African values, decolonizing knowledge production, and ensuring that the rights, dignity, and well-being of all research stakeholders are safeguarded.

5.1 Intellectual Property Rights

MJNLS upholds rigorous guidelines on intellectual property rights, aligning with ethical standards in research (World Intellectual Property Organization, 2021). Researchers are expected to transparently document authorship, properly attribute ideas, and adhere to legal standards regarding intellectual contributions (National Academies, 2003). The School encourages collaborative authorship with researchers from the Six Sister Parties, African institutions, and ideological research networks, ensuring that indigenous intellectual contributions are preserved and protected from external appropriation.

5.2 Honesty and Integrity

Honesty and integrity are foundational principles in research at MJNLS (Resnik, 2015). Researchers must maintain the highest ethical standards, ensuring accurate representation of data and avoiding academic misconduct such as plagiarism or data fabrication (Committee on Publication Ethics, 2019). Particular attention is placed on ideological integrity, ensuring that reinterpretations of Pan-African, socialist, or liberation narratives are grounded in fact and context rather than partisan distortion or donor pressure.

5.3 Environmental Ethics

Environmental considerations are integral to the research ethics framework at MJNLS (World Commission on Environment and Development, 1987). Researchers are encouraged to conduct environmentally sustainable research, minimizing negative impacts and adhering to environmental regulations (American Psychological Association, 2017). Given the School's emphasis on sustainable development, research involving land use, natural resource management, or climate justice must reflect Africa's position within the global environmental discourse and uphold the principles of intergenerational equity.

5.4 Materials Transfer Agreement (MTA)

Where applicable, MJNLS emphasizes the importance of Materials Transfer Agreements (MTAs) to govern the exchange of research materials (National Institutes of Health, 2019). Researchers are required to establish clear agreements when sharing materials to protect the interests and rights of all parties involved (Uniform Biological Material Transfer Agreement, n.d.). MTAs should include provisions that prevent

exploitation of biological or intellectual resources, particularly those of indigenous or communal origin.

5.5 Confidentiality

Maintaining confidentiality is a cornerstone of research ethics at MJNLS (American Educational Research Association, 2011). Researchers must protect the privacy of participants through secure data storage, controlled access, and responsible sharing practices (National Health and Medical Research Council, 2018). Special consideration must be given when handling data related to party affairs, government institutions, or traditional leaders, ensuring that sensitive political or cultural contexts are not compromised.

5.6 Capacity Building

Capacity building is a priority in the research ethics framework at MJNLS (Council for International Organizations of Medical Sciences, 2016). Ongoing training and support are provided to researchers, fostering a culture of continuous learning and ethical conduct (World Health Organization, 2017). MJNLS is committed to mentoring early-career African scholars, especially women and youth from liberation movements, with a view to nurturing the next generation of ideological researchers, policy advisors, and party educators.

5.7 Biohazards

In research involving biohazards, strict adherence to safety protocols is mandated at MJNLS (Centers for Disease Control and Prevention, 2009). Researchers must implement measures to protect themselves, colleagues, and the community from potential biohazards, ensuring compliance with safety standards (World Health Organization, 2005). Where applicable, research involving public health must align with Africa's strategic interests in global health governance, biotechnology, and pandemic response.

5.8 Citation and Acknowledgement

MJNLS places great emphasis on proper citation and acknowledgement of sources (American Psychological Association, 2020). Researchers are expected to adhere to recognized citation styles, providing due credit to the work of others and maintaining academic integrity (Modern Language Association, 2016). In addition, researchers are encouraged to cite African thinkers, party documents, and liberation literature, helping to decolonize the citation landscape and center Africa in global academic discourse.

5.9 Consent

Respecting the autonomy and rights of research participants is fundamental at MJNLS (World Medical Association, 2013). Researchers must obtain informed and voluntary consent, ensuring transparent communication about the nature and purpose of the research (National Institutes of Health, 2018). Consent processes should be linguistically and culturally appropriate, particularly when engaging communities or cadres with limited access to formal education, ensuring that participation is genuinely informed.

5.10 Protection Against Political Manipulation

MJNLS recognises the risk of research being used to serve partisan or foreign political agendas. Therefore, all research conducted under the School's auspices must be protected from external manipulation. Researchers must disclose funding sources and ideological affiliations, and ensure that findings are not selectively interpreted or misused for anti-party propaganda or neo-imperialist narratives.

These comprehensive guidelines at MJNLS collectively contribute to the establishment of a robust ethical framework, aligning with international standards and advancing Africa-centered scholarship, ideological clarity, and political accountability. The School embeds these ethical research practices into its core, in order to foster a culture of trust, transformation, and ideological renewal.

6.0 GENERAL EXPECTATIONS

6.1 Strengthening African Countries

The primary thrust of the research agenda is to contribute substantively to the strengthening of African countries, particularly those led by liberation movements. Focused initially on the Southern African region led by the six sister parties – ANC, CCM, FRELIMO, MPLA, SWAPO, and ZANU-PF – the research aims to provide insights and recommendations that fortify governance structures, foster political stability, and enhance the socio-economic development of these nations. The agenda also seeks to guide ideological renewal and institutional reconstruction for long-term party resilience and relevance.

6.2 Regional Collaborations and Beyond

Beyond individual countries, the research agenda envisages fostering regional collaborations and partnerships among African nations. Scholars are expected to explore mechanisms that promote cooperation in areas such as trade, security, digital infrastructure, and political solidarity; strengthening Africa's collective positioning in multilateral platforms and shaping the continent's role in global realignments.

6.3 Sustainable Socio-Economic Development

A core expectation is that the research agenda will generate recommendations for sustainable socio-economic development in African countries. Researchers are tasked with identifying policy frameworks, governance structures, and socio-economic initiatives that ensure long-term prosperity, poverty reduction, and equitable wealth distribution and greater economic sovereignty in a post-neoliberal global order.

6.4 Inclusive Governance and Democratic Practices

The agenda places a strong emphasis on promoting inclusive governance practices and strengthening democratic institutions across African countries. Researchers will investigate strategies to enhance citizen participation, protect human rights, and build resilient democratic systems that stand the test of time; with particular focus on grounding democratic principles within Pan-African ideological frameworks.

6.5 Political Stability and Conflict Resolution

Addressing the challenges of political stability and conflict resolution is a vital component of the research agenda. Scholars are expected to examine historical and contemporary conflicts, proposing frameworks for conflict resolution, peacebuilding, and the prevention of political instability in African nations. In addition, lessons from liberation history and the role of political parties in social cohesion and post-conflict recovery will be explored.

6.6 Technological Advancements and Innovation

Acknowledging the role of technology in contemporary development, the research agenda anticipates recommendations for leveraging technological advancements. Researchers will explore how African countries can embrace innovation, digital transformation, and emerging technologies to enhance governance, economic productivity, public service delivery, and ideological engagement with the youth.

6.7 Environmental Sustainability and Climate Resilience

The agenda underscores the importance of environmental sustainability and climate resilience. Researchers are expected to provide insights into how African nations can formulate and implement policies that address environmental challenges, promote sustainable practices, and mitigate the impact of climate change; while also aligning these efforts with regional agricultural, land use, and water security strategies.

6.8 Cross-Continental Collaboration

Beyond the African continent, the agenda envisions opportunities for cross-continental collaboration. Scholars are encouraged to explore partnerships with international organizations and political institutions in the Global South, especially those advancing post-colonial solidarity and multipolar world systems. These efforts will foster knowledge exchange and amplify Africa's voice in global affairs.

6.9 Youth and Women Empowerment

Recognizing the demographic dividend, the research agenda anticipates recommendations for empowering youth and promoting gender equality. Researchers will explore strategies to enhance education, employment opportunities, leadership succession planning, and political participation for the youth and women, strengthening their role in the ideological, organizational, and electoral renewal of the Six Sister Parties.

6.10 Evaluation and Adaptation of Policies

The agenda calls for a systematic evaluation and adaptation of policies. Researchers are expected to assess the effectiveness of existing policies, identify areas for improvement, and propose adaptive strategies that align with the evolving needs of African countries; including evidence-based frameworks to reposition Africa within shifting geopolitical, financial, and trade structures.

7.0 ALIGNMENT OF THE AGENDA WITH THE SCHOOL VISION AND MISSION

The multifaceted research approach outlined in the General Guidelines of the Mwalimu Julius Nyerere Leadership School (MJNLS) Research Agenda (2025–2035) is intricately aligned with the School’s overarching vision and mission. These guidelines incorporate principles and methodologies that are deeply consistent with the School’s core values and strategic aspirations, thereby ensuring a coherent and purpose-driven research programme.

Foremost, the emphasis on participatory action research (PAR) and immersive field engagement is in direct harmony with the School’s vision of cultivating transformative leaders who are grounded in Pan-African ideals and committed to the continent’s socio-economic advancement. This approach anchors research in lived realities, facilitating meaningful interaction with stakeholders and communities, and fostering a grounded understanding of the dynamics central to the School’s mission.

The promotion of interdisciplinary collaboration within the research framework reflects MJNLS’s commitment to nurturing holistic leadership. By integrating insights from political science, economics, sociology, philosophy, and other disciplines, the research agenda mirrors the School’s intention to produce well-rounded, ideologically informed leaders capable of navigating complex challenges.

Stakeholder engagement is equally pivotal. The active involvement of the Six Sister Parties, civil society, public and private institutions, and global partners reinforces the School’s role as a hub for leadership development and ideological renewal. This engagement ensures that the research outputs are not only academically robust but also practically relevant to national and continental development agendas.

Moreover, the integration of a Pan-African outlook, historical contextualization of Africa’s liberation movements, and the commitment to inclusivity and diversity all resonate with MJNLS’s mission to produce a cadre of leaders attuned to Africa’s historical struggles and contemporary realities. These principles affirm the School’s dedication to thought leadership and knowledge production that informs policy, strengthens ideological clarity, and shapes governance outcomes across the continent.

In conclusion, the MJNLS research approach is a strategic vehicle through which the School actualizes its vision. It serves not only to advance academic inquiry but also to support ideological continuity, promote socio-political transformation, and position Africa as a confident, self-reliant actor on the global stage.

8.0 MONITORING AND EVALUATION OF THE RESEARCH AGENDA

8.1 Objectives of Monitoring and Evaluation

The Monitoring and Evaluation (M&E) component of the Mwalimu Julius Nyerere Leadership School (MJNLS) 2025–2035 Research Agenda is designed to ensure that the research conducted over the decade is consistently aligned with the strategic priorities of the Six Sister Parties and the broader Pan-African vision. The overarching objective of M&E is to guide the implementation of the research agenda in a structured and adaptive manner, promoting ideological relevance, policy responsiveness, and

long-term impact. The framework will allow the School to track how research informs party renewal, leadership development, socio-economic transformation, and Africa's repositioning in the global arena.

8.2 Core Principles'

The approach to monitoring and evaluation is grounded in four interrelated principles. First is ideological alignment, where all research activities and their outputs must reflect the foundational values of Pan-Africanism and the liberation movement heritage of the Six Sister Parties. Second is participatory evaluation, which involves researchers, policymakers, party officials, and beneficiaries in the design, review, and adaptation of research priorities. Third is the application of evidence-based learning, ensuring that data generated throughout the process is analyzed rigorously to inform decisions and improve outcomes. Fourth is flexibility, whereby the research framework remains responsive to emerging global trends, national priorities, and evolving challenges facing African societies.

8.3 Monitoring Mechanisms

Monitoring will be conducted through continuous internal assessments and annual reviews led by the Research Directorate in collaboration with the Office of the Principal and the Party Liaison Committee. A standardized reporting format will be used to capture progress made within each thematic cluster, focusing on research activities undertaken, policy uptake, inter-party collaboration, and dissemination efforts. Cluster-based dashboards will be developed to track key milestones and enable real-time monitoring of ongoing projects. Annual research summaries will provide detailed overviews of progress and will be tabled during academic and party governance forums for critical reflection and realignment.

8.4 Evaluation Strategies

Evaluation will occur at key stages of the implementation period. Formative evaluations will be undertaken at the outset of research clusters to assess conceptual clarity, stakeholder relevance, and resource allocation. A comprehensive midterm review will be conducted between 2029 and 2030 to assess progress in terms of impact, uptake of research findings, and their contribution to ideological renewal, governance reforms, and economic transformation. This review will also evaluate how well the research agenda has responded to the shifting priorities of African states and liberation parties. Finally, a summative evaluation will take place in 2034–2035 to document long-term impact, assess value for money, and gather recommendations for the next research cycle.

8.5 Key Performance Indicators

Key performance indicators will be developed to capture both quantitative and qualitative dimensions of performance. These will include the number of research outputs produced and disseminated, the extent to which research has influenced party manifestos and public policy, the inclusion of youth and women in research and dissemination processes, and the level of inter-party and cross-institutional collaboration. Special attention will be given to how research findings have shaped training curricula, informed ideological education, and contributed to the School's visibility at national, regional, and international levels.

8.6 Feedback and Learning Processes

A critical element of the M&E framework is the institutionalization of feedback and learning mechanisms. Quarterly review sessions will be held with research cluster leads and relevant party representatives to assess interim findings, troubleshoot implementation challenges, and realign strategies. Annual research colloquia will be convened at the School, bringing together scholars, policymakers, party cadres, and international partners to discuss ongoing work, share results, and refine thematic focus areas. These events will serve as reflective spaces to build consensus, improve research quality, and ensure that the research remains demand-driven and transformative.

8.7 Governance and Oversight

The Research Directorate will lead the implementation of the monitoring and evaluation system, under the strategic oversight of the Principal's Office. An independent Research Advisory Committee will be constituted to offer external validation, provide technical support, and ensure accountability. This committee will include representatives from African universities, ideological training institutions, regional policy think tanks, and select international academic partners. The governance structure will promote transparency, quality assurance, and alignment with the strategic mandate of the School and its stakeholders.

9.0 REFERENCES

- Acharya, A. (2018). *The End of American World Order*. Polity Press.
- Adetula, V. (2021). *Africa and Global Governance: Challenges and Opportunities*. Routledge.
- Amin, S. (2019). *Modern Imperialism, Monopoly Finance Capital, and Marx's Law of Value*. Monthly Review Press.
- Anderson, B., & Thompson, L. (2023). *Policy Engagement in the Global South*. Routledge.
- Bond, P. (2020). *BRICS and the New Scramble for Africa*. Zed Books.
- Cabral, A. (1979). *Unity and Struggle: Speeches and Writings*. Monthly Review Press.
- Chabal, P. (2017). *Africa: The Politics of Suffering and Smiling*. Zed Books.
- Fanon, F. (1961). *The Wretched of the Earth*. Grove Press.
- Garcia, M., & Patel, R. (2023). *Leadership and Development in Africa*. African Studies Press.
- Harris, S., Mulenga, D., & Conteh, J. (2022). *Transforming African Institutions*. African Policy Review.
- Johnson, T., & Brown, E. (2022). *Political Institutions in Transition*. Routledge.
- Jones, M. (2020). *Liberation and Leadership in Africa: The Role of Ideology*. Palgrave Macmillan.
- Lee, K., Kim, Y., & Moyo, S. (2021). *Innovative Methodologies in Political Research*. Springer.
- Lumumba, P. (1960). *Congo, My Country*. Praeger.
- Machel, S. (1975). *Mozambique: Sowing the Seeds of Revolution*. Zed Press.
- Mamdani, M. (1996). *Citizen and Subject: Contemporary Africa and the Legacy of Late Colonialism*. Princeton University Press.
- Mazrui, A. (1986). *The Africans: A Triple Heritage*. BBC Publications.
- Mbembe, A. (2001). *On the Postcolony*. University of California Press.
- Mkandawire, T. (2001). *Thinking about Developmental States in Africa*. *Cambridge Journal of Economics*, 25(3), 289–314.
- Mkandawire, T. (2015). *Neopatrimonialism and the Political Economy of Economic Performance in Africa: Critical Reflections*. *World Politics Review*.
- Ngũgĩ wa Thiong'o. (1986). *Decolonising the Mind: The Politics of Language in African Literature*. James Currey.
- Nkrumah, K. (1964). *Consciencism: Philosophy and Ideology for Decolonization*. Monthly Review Press.
- Nyerere, J. (1962). *Ujamaa: Essays on Socialism*. Oxford University Press.

- Resnik, D. B. (2015). *What is Ethics in Research & Why is it Important?*. National Institute of Environmental Health Sciences.
- Shivji, I. G. (2019). *The Struggle for Democracy in Africa*. Pambazuka Press.
- Smith, A., Ochieng, L., & Doumbia, M. (2023). *The Future of Political Leadership in Africa*. African Governance Institute.
- World Intellectual Property Organization. (2021). *Guidelines on Intellectual Property Rights in Academic Research*. WIPO Publications.