

pasgr.org

PARTNERSHIP FOR AFRICAN SOCIAL  
& GOVERNANCE RESEARCH



# Leadership and Excellence for Public Policy

2015 Annual Report

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**Our donors:** Donors in 2015 apart from DfID were the Ford Foundation, IDRC, Dutch Knowledge Platform on Inclusive Development Policies (INCLUDE), William and Flora Hewlett Foundation and Carnegie Corporation of New York.

## Abbreviations

|          |  |
|----------|--|
| CODESRIA | The Council for the Development of Social Science Research in Africa |
| DfID     | The UK Department for International Development                      |
| HEP      | Higher Education Programme   |
| IDRC     | International Development Research Centre                            |
| MMRC     | Multi-Method Research Course   |
| MRPP     | Master of Research and Public Policy                                 |
| PASGR    | Partnership for African Social and Governance Research               |
| PDT      | Professional Development and Training programme                      |
| PI       | Principal Investigator   |
| RC       | Research Committee   |
| RP       | Research Programme   |
| SC       | Steering Committee   |
| SDGs     | Sustainable Development Goals  |
| UN       | United Nations   |

## From the Chair

As PASGR's work grows from strength to strength, we are beginning to take the lead in various aspects of programme activities. The year 2015 has been one of several 'firsts' as we have started to implement the strategic directions finalised in 2014.

A key focus in 2015 has been the formation and deepening of partnerships with like-minded institutions and individuals across the region. One of these partnerships culminated in the Kenya National Forum on Harnessing the Data Revolution for Sustainable Development, co-convened in Nairobi with the Office of the Deputy President and other important stakeholders with an interest in development data. This meeting, which involved diverse players from Kenya's data ecosystem in discussing concrete ideas for a data revolution in Kenya, was lauded as the first of its kind in the world.

Another partnership began to evolve in 2015. Utafiti Sera, PASGR's innovative research policy community concept, grew out of the inaugural policy-knowledge community forum on social protection. From that meeting, PASGR agreed to facilitate a network of researchers, policymakers, and policy practitioners to undertake a series of activities with the sole aim of engaging policies and programmes on social protection in the country. Utafiti Sera is now a fully fledged vehicle that we have begun to apply in our work, beginning with two research projects that were launched in 2015.

The year under review also saw the official launch ceremony of the collaborative Master of Research and Public Policy (MRPP). The MRPP was recognised as the first regional graduate programme in research and public policy by notable international, regional and local online and print publications. In addition, the MRPP received high profile endorsement by top Kenyan policy actors such as the Chief Justice, the Cabinet Secretary for the National

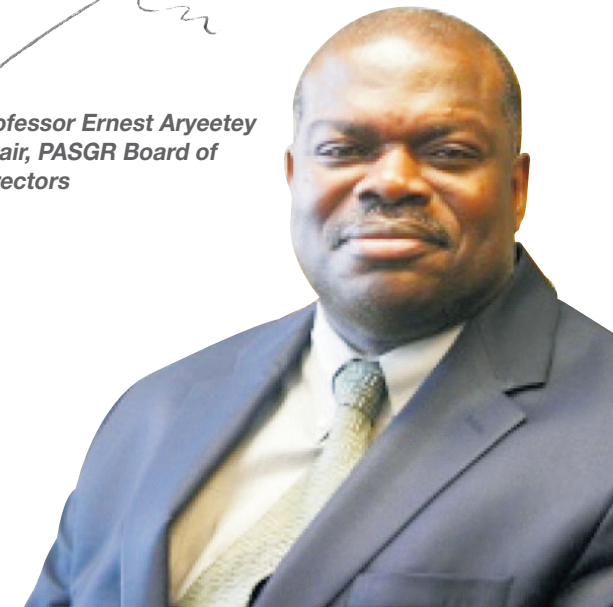
Treasury, and Deputy Chair of the Parliamentary Committee on Education, Research and Technology, who all attended the launch. By the end of the year, the MRPP was being offered in nine African universities.

We are now also using multi-media materials in our professional development courses, which are currently offered to participants on a cost sharing basis.

PASGR's emerging leadership in excellence has been made possible by the Board of Directors and Secretariat, in collaboration with our key partners. I therefore express my heartfelt appreciation for a job well done in 2015. I would like to single out Professor Benno Ndulu whose service on the Board ended this year. Professor Achola Pala, Chair of the Research Committee, and Cynthia Mugo, Professional Development and Training Programme Manager, also stepped aside in 2015. It is my pleasure to welcome Professor Rwekaza Mukandala and Professor Funmi Olonisakin, who joined the Board of Directors and Research Committee respectively.



**Professor Ernest Aryeetey**  
**Chair, PASGR Board of**  
**Directors**







## Our corporate goal and vision

The Partnership for African Social and Governance Research (PASGR) is an independent, nonpartisan, pan-African not-for-profit organisation established in 2011 and located in Nairobi, Kenya.

Currently engaged in more than 12 African countries, PASGR works to enhance research excellence in governance and public policy that contributes to the overall wellbeing of citizens. In partnership with individual academics and researchers, higher education institutions, research think tanks, civil society organisations, business and policy communities both in the region and internationally, PASGR supports the production and dissemination of policy relevant research; designs and delivers suites of short professional development courses for researchers and policy actors. It also facilitates the development of collaborative higher

education programmes.

Our vision is “a vibrant African social science community addressing the continent’s public policy issues”. PASGR’s three core programmes bring together the right mix of universities, research institutions, government, policy actors, researchers and academics to:

- Establish and sustain partnerships at national/regional and international levels for advancing research, higher education and training;
- Facilitate the creation of policy and research communities; and,
- Enhance the institutionalisation of a research culture in Africa’s universities and research organisations.
- Coordinate a collaborative Master of Research and Public Policy with universities in Africa.

## Our vision

**A vibrant African social science community addressing the continent’s public policy issues.**



## Communications & Outreach

### Unit finds niche in greater visibility

The year under review saw PASGR implement a Strategic Plan recommendation to delink its communications function from the Professional Development and Training Programme. The Communications and Outreach Unit is charged with enhancing PASGR’s institutional and external communications, facilitating the creation of policy and research communities and implementing PASGR’s digital platforms.

It was an active year for the unit. In 2015, Communications oversaw the production of four corporate publications, namely, Strategic Plan

#### jan

**19 - 20:** Design Shop on Building Capacity for African Development Data

**22 - 23:** Sixth Master of Research and Public Policy (MRPP) Steering Committee Meeting

#### feb

**11 - 19:** Multi-Method Research Course 5 and 6 training

#### apr

**13:** Research Policy Practitioners Forum on Social Protection in Kenya

**16 - 17:** PASGR Board of Directors Meeting

**18 - 19:** Inception Workshop on Urban Governance and Turning African Cities Around

**29 - 30:** Inception Workshop on Political Settlements Analysis on employment creation in agriculture and agro-processing in the context of Inclusive Growth in Africa

#### aug

**6 - 8:** e-Case training workshop for MRPP teaching staff peer leaders

**10 - 11:** Review of MRPP Year 1 implementation

**12:** Official launch of the MRPP

**13 - 14:** MRPP Course-Specific Professional Development for Year 2 courses

**15:** Seventh MRPP Steering Committee Meeting

**28 - 29:** PASGR co-convenes the Kenya National Forum on Harnessing the Data Revolution for Sustainable Development with the Office of the Deputy President and other partners

#### sep

**21 - 23:** Staff retreat to discuss 2016 programme activities and budgets

**25 - 26:** Research Committee Meeting

#### oct

**12 - 16:** Contemporary Political Economy Analysis Course

**14 - 16:** PASGR co-hosts a three-day methodology workshop with CODESRIA and African Research and Resource Forum to launch the African Diaspora Support to African Universities programme

**30 - 31:** PASGR Board of Directors Meeting

#### nov

**2 - 12:** Advanced Research Design for Policy-Oriented Research course

**9 - 10:** Review workshop on Urban Governance and Turning African Cities Around study

**12 - 13:** Review workshop on Employment Creation Schemes in Agriculture and Agro-processing Sectors in the Context of Inclusive Growth in Africa study

\* All the listed events were held in Nairobi



# Defining moments for Africa's premier public policy course

The rollout of the Master of Research and Public Policy (MRPP) programme was one of PASGR's proudest moments. The August 12 event made 2015 a landmark year for the Higher Education Programme (HEP).

Following the launch in Maseno (Kenya), Jos and Lagos (Nigeria) and Sierra Leone universities, PASGR's flagship programme now runs in nine institutions.

HEP Director Beatrice Muganda says of the MRPP launch at the University of Sierra Leone in November: "They had been through the Ebola crisis. Students had already been admitted and when the university reopened, ongoing programmes took off seamlessly. If the students wanted to join other programmes, they would have done so, but they believed in the MRPP and what it could do for their country. They believed that through it, they could change public policy, so they waited for the launch."

The recruits' resilience testifies to the popularity of the programme that defines PASGR's academic leadership and excellence in research and public policy. MRPP enrolment spiralled from 161 in 2014 to 213 in 2015, preparing the next generation of leaders and researchers.

In Ghana, a man and his daughter sought admission in 2015. The father joined, while his daughter's admission was deferred. When the aspiring policymaker finally joins, she will find peers from various backgrounds, including public administration and politics. She will interact with lawyers, security chiefs, public health

practitioners, environmentalists, agriculturalists, educationists, and media people, among others, from non-governmental organisations and the private sector. The course now attracts students for second Master's

degrees and some with PhDs. The University of Dar es Salaam (UDSM) secured eight government scholarships for its students, a sign of confidence in the MRPP and its ability to influence and

shape public policy. UDSM Vice-Chancellor Rwekaza Mukandala—a member of PASGR's Board of Directors—lauds the institution's efforts at "sustaining a formidable research base for tackling Africa's



From left, Mr Henry Rotich, Cabinet Secretary for the National Treasury, Kenya, Prof Tade Aina, PASGR Secretariat, Dr Willy Mutunga, Chief Justice, Kenya, Prof Judith Bahemuka, PASGR Board, and Hon. Julius Kibiwott Melly, Parliamentary Committee on Education, Research and Technology, Kenya, at the official launch of the Master of Research and Public Policy.



They had been through the Ebola crisis. Students had already been admitted and when the university reopened, ongoing programmes took off seamlessly. If the students wanted to join other programmes, they would have done so, but they believed in the MRPP and what it could do for their country. They believed that through it, they could change public policy, so they waited for the launch."

HEP Director Beatrice Muganda singles out the MRPP launch at the University of Sierra Leone in November:

## MRPP participating universities

- University of Ibadan
- University of Botswana
- University of Jos
- Maseno University
- University of Dar es Salaam
- University of Ghana
- Egerton University
- Uganda Martyrs University
- Uganda Christian University
- Mzumbo University
- University of Sierra Leone
- University of Lagos

### Partners that launched the MRPP in 2015

- Maseno University
- University of Jos
- University of Lagos
- University of Sierra Leone

Highlighted universities have not yet launched.





## Highlights from the official launch ceremony of the MRPP

During the launch of the Master of Research and Public Policy (MRPP), various stakeholders attested to the programme's leadership, potential and challenges to delivering Africa to new heights of academic excellence. Here are excerpts:



"Africa is ready to be transformed. It will be transformed by a new generation of leaders (which is) focused on the issues that we need to put forward as a continent."  
—Hon Julius Kibiwott Melly, Deputy Chair, Departmental Committee on Education



"Public policy and governance in Africa is about values and these are values of integrity, accountability, patriotism, pan-Africanism, freedom, there are many."  
— Dr Willy Mutunga, Chief Justice, Kenya



"The question is, I am the researcher, you are the policymaker, what is our problem? Why is it that we do not really link ourselves...?"  
—Prof Judith Bahemuka, PASGR Board Member



"The collaborative Master of Research and Public Policy that we are launching today is critical for the success of the plans that we have as Africans...this programme is trying to build this critical mass of people that we will require in the future, that will play a big role in public policy management."  
— Mr Henry Rotich, Cabinet Secretary for National Treasury, Kenya

governance and public policy issues."

The MRPP's popularity was evident when its advert for DAAD scholarships attracted 100 applicants with four finalists (DAAD is the German Academic Exchange Service, Germany's largest support organisation for international academic co-operation).

Kenya Chief Justice Willy Mutunga's official unveiling of the MRPP in Nairobi was a defining moment for the 180 guests, among them students, researchers, policymakers and actors. Accompanied by National Treasury Cabinet Secretary Henry Rotich and the vice-chair of the National Assembly's Departmental Committee on Education, Research and Technology, Mr Julius Kibiwott Melly, Dr Mutunga described the programme as "breaking new ground in the African higher education landscape."

The formal launch coincided with the second MRPP Week, which had students join staff for programme review. The student-centred course places high premium on listening to learners.

Top publications like the University World News, Times Higher Education and The EastAfrican captured the launch, endorsing the MRPP as a perfect fit for Africa's future.

In the first-ever keynote speech at an MRPP Professional Development Week, University of Pretoria Professor Jerry Kuye described the launch as a celebration of success stories. PASGR was "dealing with issues that pertain to African development, like we deal with our own individual problems in our countries at a time when we are looking for policies that are congruent to our needs."

In 2015, the programme reached 226 MRPP staff to enhance their teaching skills in PASGR-sponsored workshops at the universities of Uganda Christian, Uganda Martyrs, Ghana, Mzumbe and UDSM in Tanzania, Egerton and Maseno in Kenya and Lagos and Jos in Nigeria.

The nine workshops helped cascade

## MRPP Programme Architecture

The MRPP has put in place architecture for a collaborative Master in Research and Public Policy that meets international standards and is highly innovative for Africa and the rest of the world.

| Semester 1                                      | Semester 2   | Long break   | Semester 3                                       | Semester 4                              |
|---|--|--|--|---|
| Qualitative Research Methods for Public Policy  | Economics for Public Policy  | <b>For Students:</b><br>1. Field experience<br>2. Data collection<br><br><b>For Teaching Staff:</b><br>1. Professional development<br>2. Programme development<br>3. Research activities | Research, Policy and Public Interface            | Thesis Seminar                          |
| Quantitative Research Methods for Public Policy | Ethics in Research & Public Policy<br>Concentration Course Electives   |  | Gender, Social Diversity, Equity & Public Policy | Thesis work                             |
| Public Policy Development and Analysis          | <b>Concentration Course Electives</b>  | Leadership and Public Policy   | Thesis work                                      | Thesis work                             |
| Governance & Politics of Public Policy          | <b>Research Pathway</b><br>Advanced Qualitative Methods<br>Advanced Quantitative Methods<br>Political Economy of Public Policy | University-Specific Elective (optional)  | University-Specific Elective (optional)          | University-Specific Elective (optional) |
| Social Science Foundations for Public Policy    | <b>Policy Pathway</b><br>Applied Policy Analysis<br>Contemporary Issues in Public Policy<br>Global Context of Public Policy    |  |  |   |



MRPP teaching staff and student representatives at the 2015 programme review workshop.

knowledge, skills and experience in content and pedagogy to MRPP teaching staff. They also provided platforms for diffusing MRPP teaching and learning strategies to staff from other social science departments who teach on the multidisciplinary programme, thus shifting boundaries of traditional discipline.

PASGR Executive Director Tade Aina considers workshops exceptional learning events. They engage learners and instructors by way of preparations that aid active learning, which he

considers "the greatest deficit in African higher education today."

Tooling and retooling of teaching staff entails looking at preparation and reviewing materials for quality, relevance, currency and engagement. It involves review of case studies, e-cases and role-plays and enhancing teaching skills through mock teaching sessions by faculty staff. In this manner, PASGR's innovative pedagogy continues to unfold in MRPP classrooms, gradually subverting the predominance of lecture methods, increasing teaching and



**The best modes of delivery will always be changing because we believe in endless approximation to excellence, which is not static."**

Tade Aina





MRPP student representatives from Kenya, Uganda, Tanzania and Nigeria attended the August MRPP Week.

learning outcomes as well as student retention.

The use of e-cases stands out among PASGR's various innovative strategies (See Box below). Although the case method is found in MBA, journalism and public policy programmes, like the Kennedy School or Columbia, PASGR has used it to leapfrog what obtains in these pioneering programmes.

PASGR has the largest collection of e-cases on the continent. E-cases use open source digital technology to

combine a variety of multimedia 'assets' (for example video clips, audio clips, charts, graphs, reports, data, pictures, newspaper cuttings and text) to present a compelling and engaging learning experience on a specific public policy or research issue.

HEP shifted from developing e-cases to using them. MRPP lecturers have to-date authored over 30 e-cases based on real-life African situations. The programme is tackling a problem that has plagued Africa's business schools

## Case teaching workshop that changed my career

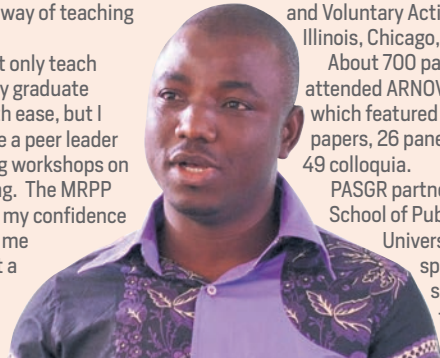
Dr Seidu Mahama Alidu's experience with the case teaching method stretches back to 2013. That is when he attended a workshop that "completely changed my career as an academic and a teacher," he says.

Although Orientation to Case Study Teaching was just one of the offerings at the MRPP workshop, the political science lecturer from the University of Ghana describes it as an "eye-opener" and a "complete point of departure in both case writing and teaching using cases."

While he don already preferred using the case-teaching method with his graduate students, it was always with difficulty. At the 2013

Nairobi workshop, which also covered Alternative Pedagogical Approaches and Curriculum Development, learning the various components of a case and the rationale behind them added value to Dr Alidu's way of teaching using cases.

"Now I not only teach almost all my graduate sessions with ease, but I have become a peer leader in facilitating workshops on case teaching. The MRPP has boosted my confidence by providing me with not just a continental, but



also global platform to share this experience."

He participated in the 44th Annual Conference of the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA) in Illinois, Chicago, in November 2015. About 700 participants attended ARNOVA's 2015 edition, which featured more than 450 papers, 26 panel discussions and 49 colloquia.

PASGR partner, the Humphrey School of Public Affairs at the University of Minnesota, sponsored the session Dr Alidu facilitated.

**6** MRPP teaching staff were hosted in 2015 by six universities in an exchange programme, part of PASGR's collaborative learning activities. They taught selected topics and took part in university-specific professional development workshops.

for decades: paucity of case studies on development. Through training and mentorship, PASGR is building capacity in the case method in graduate programmes in African universities and reducing dependence on external trainers.

Other teaching and learning tools used included role plays, projects, group work, debates, peer-teaching, use of interactive technology and multimedia resources. Premium was laid on adult learning tools and spaces that facilitate interaction and discussion. PASGR balks at the lecture hall plan, so MRPP is popularising the arrangement where instructors and learners sit in a circle, much like traditional communities do.

"The best modes of delivery will always be changing because we believe in endless approximation to excellence, which is not static," Tade Aina says. Pursuit of excellence means "you cannot come back from last year and give us what you taught then." Innovative pedagogy requires staff to make learning interesting and meaningful. Learning is enhanced by practical application of skills in simulated classroom situations. Instructors contribute their knowledge and experience without pay, a sign of their commitment to the programme.

In 2015, six MRPP teaching staff were hosted by six universities in an exchange programme, part of PASGR's collaborative learning activities. They taught selected topics and took part in university-specific professional development workshops. Unlike the cascade workshops, which target instructors, students are the main beneficiaries of the programme. Staff exchange and professional development workshops enable cross-fertilisation of ideas and experience-sharing, among others.

PASGR and the MRPP's leadership in public policy saw Dr Muganda invited to join eminent panellists at the Guardian Global Development Professionals Network online discussion on July 30. They discussed what it will take to get better higher education in Africa.

## From academic comfort zone to meaningful research

Prof Audrey Gadzekpo credits PASGR for its leadership in making university staff realise that their mission goes beyond teaching to making a return on investment to the taxpayer.

While teaching may be academics' primary calling, the University of Ghana professor and Dean at the School of Communication Studies, who has had a relationship with PASGR since March 2013, believes in doing 'meaningful research'. This means ensuring that those who ought to know about specific research do so. Knowing that research can be used in meaningful ways to improve the lot of everybody is as important as teaching. "Sometimes we forget; we haven't always been good at recognising that."

The University of Ghana is a PASGR partner university. Gadzekpo was part of the team that worked on strengthening the MRPP curriculum, specifically the Research Policy and Public Interface component. She was also involved in the design of the Policy Engaged Research module offered by our Professional Development and Training programme.

Gadzekpo has used PASGR training to give short courses to colleagues and academics. "The unique thing about the course is that it seeks to train us, academics, on what to do during and after we've done the research... from engaging policy actors during the study to writing an opinion piece for a newspaper.







# Landmark forum places Kenya in global data leadership

When 417 people turn up for a conference planned for 250 participants, that is success!

This was what happened at the First National Forum on Harnessing the Data Revolution on Sustainable Development, which Kenya's Deputy President William Ruto opened. The conference, held from August 28 to 29, was a landmark activity of the Professional Development and Training programme (PDT), which has been handling PASGR's Post-2015 Data Revolution agenda since December 2013.

During the January 19-20 Design Shop meeting that brought stakeholders together on Africa's engagement

with development data for the data revolution, PASGR was tasked with exploring the next steps towards a data revolution in Kenya. The Office of the Deputy President in Kenya subsequently invited PASGR to convene a national meeting on data. This birthed the Kenya National Data Forum.

Co-organised by various partners including the Office of the Deputy President, PASGR, the Local Development Research Institute (LDRI)—one of the participants invited to the Design Shop—the forum brought together members of government, civil society, the private sector and academia. It exemplified PASGR's sensitivity

and commitment to the notion of co-equality of partnership that revolves around charting the way forward for the domestication of the Data Revolution in the context of the Post-2015 Development Agenda.

At the end of the forum, Mr William Ruto endorsed the creation of a National Partnership on Sustainable Development Data. The presence of the Cabinet Secretary in the Ministry of Environment and Natural Resources, Prof Judi Wakhungu, and her National Treasury counterpart, Mr Henry Rotich, was a huge boost to the talks.

The Council of Governors was represented by its Finance Committee Chairperson and Kakamega Governor Wycliffe Oparanya. The talks sought to create an ecosystem that delivers greater coherence to data-sharing in support of better policy formulation, monitoring and public participation.

LDRI Executive Director Muchiri Nyaggah describes the forum as catalytic. He acknowledges that it

**Dignitaries at the first-ever National Data Forum included Kenya Deputy President William Ruto and Cabinet Secretaries Prof Judi Wakhungu (Ministry of Environment and Natural Resources) and Mr Henry Rotich (National Treasury).**

resulted in conversations about similar initiatives happening within the country, which would not have happened without the forum. It was the first of its kind in the world within the context of the Sustainable Development Goals (SDGs), he says.

The forum focused on eight thematic areas (data communities), with stakeholders from education, agriculture, inclusivity (which had vulnerable groups challenged by gender inequality, disability, and minority status, among others), ICT, transport, financial resources, election and health sectors. All of them produce and use data and form different parts of the data ecosystem.

Each data community had three co-chairs from government, civil society and the private sector, charged with ensuring that they had as inclusive a process as possible, covering the various interest groups.

The launch of a national partnership on sustainable development was "probably the biggest mark of its success", Muchiri says. From a loose grouping of private sector, civil society and government actors, the initiative is now poised to become a government institution.

Muchiri credits PASGR with the forum's success. "The Executive Director personally attended a number of planning meetings. There was that high level of leadership, the presence of the PASGR brand, which was very key. If it wasn't for Tade's presence and PASGR's



The multi-stakeholder Secretariat that put the National Data Forum together.





Kenya Deputy President William Ruto launches the National Partnership for Harnessing the Data Revolution on Sustainable Development.

willingness to be at the forefront, it would have been much harder to get anything done.” Many other countries are now looking to Kenya, asking how it managed to convene a national forum and how it was progressing. The forum did not just trigger conversations at the local level but also at a global level on how to turn nebulous concepts, like data revolution into concrete initiatives.

The Forum and the emerging partnerships received high level visibility at the launch of the Global Partnership on Sustainable Development Data, which showcased Kenya as a champion and a leader. The UN summit, Tade Aina says, recognised Kenya alongside global data champions such as Mexico, United States, Canada, and the UK.

“We worked together not only to sensitise, but also to engage Kenyans in the whole process of understanding and exploring what the data revolution means for Kenya in a post-2015 SDGs world,” Aina says. He describes the project, which PASGR adopted in April and was concluded by August as “very labour-intensive and at times difficult” as it involved moving more than seven partners from different sectors together.

Aina recognises the blood, sweat and tears that went into making the forum a success. Working with the highest levels of policy in this country was not easy for a young pan-African policy and research organisation whose middle name appears to be ‘Leadership’.

Staking out PASGR’s place in the forum, Aina says, “We are talking about thought and process leadership. PASGR provided leadership in terms of the way we work together with others to co-create and co-deliver.”



The Urban Governance and Turning African Cities Around research project was launched in May 2015 (Johannesburg, Lagos and Luanda). Inset: Prof Edgar Pieterse, Principal Investigator.

## Building leadership and excellence in research for policy

The year 2015 saw the Research Programme (RP) reconfigure its operations to enhance and ensure high quality, cost-effective programmes.

The programme maintained its efforts at ensuring quality control for all its products and integrating policy actors into its work to facilitate the use of research findings. In this regard, 14 policy research reports were submitted to external peer reviewers. Through the reconfigured Principal Investigator (PI) approach, and the integration of policy actors right from the inception workshops, the programme situated itself as a leader in innovative policy engaged research. The publishing

### Research Programme calendar

**April 29-30:** Inception workshop for study on Political Economy and Settlements Analysis of Employment Creation in Agriculture and Agro-processing Schemes in the Context of Inclusive Growth (23 participants)

**May 13:** Kenya National Research & Policy Forum on Social Protection (33 participants)

**May 18-19:** Inception workshop for Urban Governance and Turning African Cities Around project (20 participants)

**Sep 25-26:** Research Committee meeting (9 participants)

**Nov 9-10:** Review workshop for Urban Governance project (18 participants)

**Nov 12-13:** Review workshop for Employment Creation project (19 participants)

*Publications from PASGR’s research activities are posted at [www.pasgr.org/publications](http://www.pasgr.org/publications)*





PASGR co-convened the Social Protection Forum with the Knowledge Platform on Inclusive Development Policies (INCLUDE).

initiative got a shot in the arm after PASGR put in place a publication policy, paving the way for the production of various publications. The policy demands that all publications, including books and working papers, undergo rigorous peer review.

RP Director Nicholas Awortwi attributes the new policy to the increase of PASGR-supported studies over the years. “We have a track record of research projects and publications,” he says. With the publication policy in place, 2015 saw PASGR embark on developing a chain of publications starting with 14 Working Papers, journal articles and edited book volumes.

During the year, the RP worked with commissioned editors and study authors and researchers to extract chapters from various research reports for inclusion in edited books lined up for publication in 2016. The manuscripts stretch back to 2012.

Two new research projects—(i) Political Economy and Settlements Analysis of Employment Creation in Agriculture and Agro-processing Schemes in the Context of Inclusive Growth, and (ii) Urban Governance and Turning African Cities Around—dominated the programme calendar.

They were launched at workshops on April 29 to 30 and May 18 to 19, respectively.

The employment-creation project, to run in Ethiopia, Kenya and Nigeria, is co-funded by Canada’s International Development Research Centre (IDRC) and UK’s Department for International Development (DfID). The three countries were agreed on by PASGR and the PI from a mapping study of 10 countries including Botswana, Ghana, Rwanda, Senegal, South Africa, Tanzania and Uganda. The selection was based on a set of pre-agreed criteria, which included the presence of agriculture and agroprocessing schemes and coverage of different types of African political settlements.

Twenty-three participants attended the project inception workshop. They included four women, the PI, Prof Raufu Mustapha (University of Oxford), reference group members Dr David Booth (Overseas Development Institute), Dr Kate Meagher (London School of Economics) and Dr Hazel Gray (University of Edinburgh), who constitute a body of quality assurance resource persons. Two country policy actors per

## 2015

**PASGR embarked on developing a chain of peer-reviewed publications starting with 14 Working Papers, journal articles and edited book volumes.**

country, two case study researchers per country and PASGR staff completed the cast. The workshop discussed the research approach, the study’s overall inputs and outputs, research plans, timelines, potential challenges and their solutions. The three studies are expected to be completed mid-2016.

The Urban Governance study focused on three cities, namely, Johannesburg (South Africa), Lagos (Nigeria) and Luanda (Angola). Cities’ selection followed the same principle used for the employment study. Eighteen participants, five of them women, attended the inception workshop.

Prof Edgar Pieterse of African Centre for Cities is the PI. Each city studied at least two infrastructure flagship projects that signify the turnaround.

The September Research Committee (RC) meeting saw PASGR Executive Director Tade Aina break with tradition to invite HEP Director Beatrice Muganda. Programme heads will henceforth attend all future meetings. The RC also resolved to free research projects from the one-year completion time-frame that was found to be too tight. Projects will be deemed complete after reports have been externally reviewed and revised by their authors.

## Top conflict studies scholar joins Research Committee

**P**rof Funmi Olonisakin is the newest member of PASGR’s Research Committee. She replaces Prof Achola Pala Okeyo, whose tenure ended in the year under review.

A holder of a PhD from King’s College London, Olonisakin is a Professor of Security, Leadership and Development at King’s College. She is the founding director of the African Leadership Centre (ALC), which aims to build the next generation of African scholars and analysts in cutting edge knowledge on conflict, security and development on the continent.

Her work, which bridges academia and policy/practice, has contributed to strategic thinking in post-conflict contexts and to regional organisations such as the Economic Community of West African States (ECOWAS) and the African Union.

Olonisakin’s research experience includes positions in the Centre for Defence Studies (King’s College London), where she co-directed the African Security Unit; at the Institute for Strategic Studies (University of Pretoria, South Africa) and in the Department of Political Science (University of Lagos, Nigeria).





# Redesign of professional courses for greater impact

Rethinking and revamping its programmes and activities in line with PASGR's Strategic Plan 2014-2018 was a major preoccupation of the Professional Development and Training programme (PDT) in 2015. Innovations in the design of delivery, content, pedagogy and the coordination of the courses were key elements that emerged in the latter part of the year.

The year 2015 also saw sustained interest in our short courses as word went round among researchers and early career academics, among others, about its engaging and demanding Multi Method Research Course (MMRC) delivered with innovative and unique approaches rarely seen in the African social science community.

The courses sought to enhance skills among emerging and mid-term career researchers and academics with a view to developing excellence in research methods, policy engaged research, communications and uptake.

PDT's strategic objectives include delivering practical professional development that builds policy actors' and researchers' skills and competencies. Its agenda includes deepening partners' capacity to design, deliver and accredit high quality professional development courses, and providing innovative design and content to enrich participants' learning and experience for maximum impact and reach.

Programme Manager Pauline Ngimwa describes 2015 as "quite successful, judging from the positive feedback" from participants. She underlines the redesign and delivery of two modules, namely,

Contemporary Political Economy Analysis (CPEA) and Advanced Research Design for Policy-Oriented Research (ARD), together with the development of the Writing Scholarly Papers module (in progress) as key 2015 activities.

The CPEA course (October 12 to 16) was co-designed and co-piloted by Dr Frederick Golooba Mutebi and Dr Tim Kelsall in 2014. The module, which employs case-based pedagogy, seeks to familiarise participants with key CPEA approaches, their origin, strengths and weaknesses in public policy analysis. It aims at investigating the successes or failures of public policy. The course module was re-customised to integrate lessons learned from 2014.

Facilitated by the University of Ghana's Daniel Doh, a graduate of the

## PDT modules in 2015

Writing for Scholarly Publications module was developed.  
Contemporary Political Economy Analysis module (CPEA) redesigned and delivered in October.  
Advanced Research Design for Multi-Method and Policy-Oriented Research module redesigned and delivered.

PASGR MMRC and Dr Tim Kelsall, the course included intensive engagement with research design questions, which though not in the initial plan, built on lessons from the pilot. Twenty-seven participants (12 of them women), from Kenya (9), Nigeria (6), Ghana (3), two each from Cameroon and Uganda and one each from Sierra Leone, Sudan, Togo, South Africa and India, were trained.

The ARD course, delivered in November 2015 to 39 participants (23 female and 16 male), was derived from the original MMRC. It comprises three foundational research design modules: Designing Social Inquiry, Multi-Method Strategies, and Critical Policy Engaged Research. The remaining seven methods modules from the MMRC are now stand-alone courses.

Another major undertaking in 2015 was the development of an e-case and an accompanying animation video, based on Nairobi's Dandora Municipal Dumpsite. Jointly developed by a team from PDT, MRPP and the Hubert Project (University of Minnesota), these two multimedia teaching and learning

**Working in small groups and peer critique are key components of PASGR's innovative professional development courses.**



## 'Now I know what PASGR is all about'



Wangui Kimari, our first-ever intern, describes her one-year attachment to the Professional Training and Development (PDT) Programme as "very dynamic".

The PhD candidate at York University in Canada says "PASGR does a lot, but what it does is not always explicit." PASGR's social protection work, for instance, is not research to be kept on a shelf, but to change the daily lives of Africans, she says.

Kimari, whose PhD project on the history of urban planning in Nairobi benefited from her internship, witnessed the launch of PASGR's Urban Governance and Turning African Cities Around study. "Being in the same room with some of the foremost thinkers in urban studies—like African Centre for Cities head Edgar Pieterse—was very exciting."

Although her internship had no direct link with her PhD, Kimari made time for both, spending three days a week at PASGR. She played a major part in the training that saw over 80 Africans from different parts of the continent come together for the Political Economy Analysis course, and for the Advanced Research Design course.

"But even just small daily activities, collaborating with people who work very hard, was pretty inspiring. Being part of drafting initial proposals and final reports, I got to see the many processes that go into being PASGR.

An ethnographic researcher, Kimari says the good research that defines PASGR often involves an interdisciplinary approach that brings in different approaches to support public policy.



## Professional Development and Training Programme

resources boost the innovative delivery of the ARD and CPEA courses.

PDT has previously developed training modules aimed at strengthening policy actors and data consumers' skills to appreciate, understand and make effective choices and decisions around the use of research findings and data for more effective policy uptake. Until July, the PDT was also responsible for PASGR's communications and policy outreach. An autonomous unit has since been created for these functions (See Page 5). The programme also shed Monitoring and Evaluation as well as Gender Strategy docket in line with decisions made by the Board of Directors in April.

As part of its redesign for greater impact in 2015, PASGR started to institutionalise its engagement with PDT instructors through a structured pre-course orientation that addresses both course content and pedagogy. It was also decided that PASGR would begin experimenting with institutional and university training complexes, rather than hotels, to cut costs.

In its effort to provide innovative design and content to enrich participants' learning and experience and to maximise its impact and reach, the PDT embarked on the PASGR Policy Engaged Research Methods Institute (PERMI). The idea is to provide high

quality short-term accredited training in methods, governance and policy and other key public policy and sustainable development issues and needs. The cost-sharing initiative aims at delivering 15 courses in six weeks, targeting 150 to 300 researchers.

The model in which participants pay their way to the course venue as PASGR caters for lodging and training arose from the observation by PASGR and IDS (University of Sussex) that it brought on board participants who were academically stronger and more committed to learning than was previously the case. PASGR will lean more towards this cost-recovery cost-sharing model, but remain non-profit.

Concept development and piloting is cost-intensive, and according to PASGR Executive Director Tade Aina, only 30 out of Africa's 2,000 universities—a minuscule 1.5 per cent—have strong research methods classes that can provide robust training in social sciences.

Based on previous lessons, PASGR focused 2015 MMRC activities around the deepening of new facilitators' capacities by fostering greater engagement between the original module designers and new facilitators, and strengthening pedagogy skills through both training and practical experience. Building greater depth and breadth in the content and delivery of all modules was a major programme objective.



**But even just small daily activities in the office, collaborating with people who work very hard, was pretty inspiring. Being part of drafting initial proposals and final reports, I got to see the many processes that go into being PASGR. They are vast, even if there are only three programmes.”**

Wangui Kimari

## Funding

### Tax-exempt status to help diversify PASGR's funding base

A key aspect of PASGR's sustainability goal is to diversify its funding, enhance value for money in all activities, and increase cost effectiveness and efficiency. The year under review was a step further in this direction as PASGR gained recognition as a charity under US laws.

PASGR applied for tax-exempt status under section 501(c)(3) of the US Internal Revenue Code and is now a charitable organisation under US law, meaning that the organisation is now eligible to receive tax-deductible contributions from American foundations and other philanthropists. The status acquired in June 2015 enables PASGR to expand its connections, outreach and contacts as regards fundraising, which, in turn will deepen PASGR's partnerships with African universities, think-tanks, researchers, governments, not-for-profits and other sub-societies.

In 2015, PASGR took various bold moves to cut down on its overall spending, scale up course delivery and enhance value for money. Topmost

was the decision to have participants in professional development courses cover their travel and subsistence costs. The savings made went towards programme development and growth.

In another significant value-for-money move, which should eventually cut down on training costs, the Higher Education Programme (HEP) produced training videos on content, pedagogy, and development of electronic case studies from workshops held in 2015. The videos are used to cascade training at individual Master of Research and Public Policy partner universities.

The bulk of PASGR's budget, up to this point, has been covered by the Department for International Development (DfID). Other partners, notably the Carnegie Corporation of New York, IDRC, the William and Flora Hewlett Foundation, the Ford Foundation, the United Nations Foundation and the Free University of Berlin have supported PASGR activities.



### 501(c)(3)

**PASGR is now eligible to receive tax-deductible contributions from American foundations.**



Participants take a break during one of the professional development courses held in 2015.



# Board of Directors



**Prof Ernest Aryeetey**  
Vice Chancellor, University of Ghana (Chair).

PASGR IS GOVERNED by a Board of Directors currently chaired by Prof Ernest Aryeetey, the Vice-Chancellor of the University of Ghana, Legon. The members are eminent personalities reflecting African leadership as well as regional and international credibility in African policy-making, research and higher education. The Board is responsible for providing high level strategic guidance during the initial implementation of PASGR programmes, approving programme and organisational design, and reviewing work programmes and budget.



**HE Prof Judith Bahemuka**  
Founder, International Learning Centre, Kenya.



**Dr Rohinton Medhora**  
President, Centre for International Governance Innovation (CIGI).



**Dr Narciso Matos**  
Former Executive Director, Foundation for Community Development, Mozambique (Vice Chair and Treasurer).



**Dr Codou Diaw**  
Former Executive Director, Forum for African Women Educationalists, Kenya.



**Prof Goran Hyden**  
Professor Emeritus, University of Florida.



**Prof Rwekaza Mukandala**  
Vice-Chancellor, University of Dar es Salaam.



**Dr Julia Kemp**  
UK Department for International Development (DFID).



**Prof Tade Aina**  
Executive Director, PASGR (Secretary and ex-officio member).

## Dar es Salaam University VC joins the board

**P**rofessor Rwekaza Mukandala is the newest member of the PASGR Board of Directors. The Political Science scholar with a PhD from the University of California, Berkeley, is Vice-Chancellor, University of Dar es Salaam (UDSM), Tanzania. He was involved in the consultations that led to PASGR's creation.

The man at the helm of UDSM since 2007 expressed excitement at joining "PASGR's noble and exceptional efforts of developing and sustaining a formidable research base for tackling Africa's governance and public policy issues."

He brings extensive leadership experience as a fellow of the Tanzania Academy of Sciences, chair of various institutions including Research and Education for Democracy in Tanzania, the Tanzania Election Monitoring Committee, and the National Examinations Council of Tanzania.

The Political Science and Public Administration professor has previously served as President, African Association of Political Science, Faculty of Arts and Social Science and Public Administration, UDSM, and Chair, Committee of Vice-Chancellors and Principals of Tanzania.

The don, whose academic career spans two decades, has published 16 books and more than 60 articles in international and local journals.

## Research Committee



**Prof Funmi Olonisakin**  
Professor at King's College London and Founding Director of the African Leadership Centre.



**Prof Alcinda Honwana**  
Anthropologist, lecturer, researcher and writer on children, youth and armed conflict in Mozambique and Angola.



**Dr Tim Kelsall**  
Research Fellow at the Overseas Development Institute specialising in political economy analysis and political anthropology.



**Prof Karuti Kanyinga**  
Development scholar and Associate Director of the Institute of Development Studies, University of Nairobi.



**Dr Brian Levy**  
Academic Director, University of Cape Town Graduate School of Development Policy and Practice.

## MRPP Steering Committee

The Master of Research and Public Policy (MRPP) is governed by a Steering Committee (SC), which guides all aspects of development and implementation of the collaborative programme. It operates through working groups with technical and academic expertise from each of the 12 universities in seven countries and PASGR-appointed external resource persons.

The Committee comprises senior representatives designated by the Vice-Chancellors of each participating university and PASGR's Director of Higher Education. It is co-chaired by Prof Gelase Mutahaba (University of Dar es Salaam) and PASGR's Executive Director. The SC was involved in course design and its mandate covers course development, upgrading

and ensuring that the MRPP maintains the high standards that are its hallmark. The Committee's input was crucial to the September-October launch in some universities, and in the post-launch monitoring and evaluation in November.

Two Steering Committee Meetings held in January and August 2015 provided strategic guidance towards programme launch and implementation. In addition to providing day to day leadership for programme implementation in their respective universities, SC members have imparted fundamental insights for strengthening and expanding the MRPP network as well as developing a doctoral initiative.

The members are:

**Prof Abena Oduro**  
University of Ghana, Ghana

**Mr Rashid Mfaume**  
Mzumbe University, Tanzania

**Prof Akinpelu O Olutayo**  
University of Ibadan, Nigeria

**Prof Gelase Mutahaba**  
University of Dar es Salaam, Tanzania

**Prof Elizabeth Bacwayo**  
Uganda Christian University, Uganda

**Dr Haruna Bonaventure**  
University of Jos, Nigeria

**Prof Mark Okere**  
Egerton University Kenya

**Prof Maximiano Ngabirano**  
Uganda Martyrs University, Uganda

**Prof Solomon Akinboye**  
University of Lagos, Nigeria

**Mr Tiberius Barasa**  
Maseno University, Kenya

**Dr Bashi Mothusi**  
University of Botswana, Botswana

**Mr Samuel Weekes**  
University of Sierra Leone, Sierra Leone

## PASGR Secretariat

**Tade Akin Aina (Prof)**  
Executive Director

**Jane Muema**  
Executive Assistant

**Anna Otiato**  
Director, Finance and Administration

**Charles Nyaga**  
Senior Finance Officer

**Colleta Njeri**  
Finance Assistant

**Elijah Kabari**  
Technical Administrative Assistant

**Beatrice Muganda (PhD)**  
Director, Higher Education

**Pauline Ngimwa (PhD)**  
Programme Coordinator, Higher Education

**Pauline Mureithi**  
Programme Assistant, Higher Education

**Cynthia Mugo**  
Programme Manager, Professional Development & Training

**Nyambura Irungu**  
Programme Assistant, Professional Development & Training

**Nicholas Awortwi (PhD)**  
Director, Research

**Darlison Kaija (PhD)**  
Programme Coordinator, Research

**Pamellah Lidaywa**  
Programme Assistant, Research

**Wanja Njogah**  
Communications Officer

# Financials

## Statement of profit or loss and comprehensive income

For the year ended 31 December 2015

|                              | 2015             | 2014             |
|------------------------------|------------------|------------------|
|                              | US\$             | US\$             |
| <b>Income</b>                |                  |                  |
| Grant income                 | 3,532,772        | 3,931,112        |
| Other income                 | 39,252           | 69,301           |
| <b>Total Income</b>          | <b>3,572,024</b> | <b>4,000,413</b> |
| <b>Expenses</b>              |                  |                  |
| Research programme           | 943,795          | 1,226,741        |
| Policy outreach and training | 1,242,117        | 860,137          |
| Higher education programme   | 987,784          | 1,460,985        |
| Administration costs         | 398,328          | 452,550          |
| <b>Total expenses</b>        | <b>3,572,024</b> | <b>4,000,413</b> |
| Surplus for the year         | -                | -                |

## Statement of financial position

As at 31 December 2015

|                                    | 2015           | 2014           |
|------------------------------------|----------------|----------------|
|                                    | US\$           | US\$           |
| <b>ASSETS</b>                      |                |                |
| <b>Non-current assets</b>          |                |                |
| Property and equipment             | 35,304         | 50,865         |
| Intangible assets                  | 17,990         | 28,194         |
|                                    | <b>53,294</b>  | <b>79,059</b>  |
| <b>Current assets</b>              |                |                |
| Receivables                        | 39,038         | 45,933         |
| Bank and cash balances             | 468,274        | 800,879        |
|                                    | 507,312        | 846,812        |
| <b>Total assets</b>                | <b>560,606</b> | <b>925,871</b> |
| <b>FUNDS AND LIABILITIES</b>       |                |                |
| <b>Non-current liabilities</b>     |                |                |
| Deferred income                    | 53,294         | 79,059         |
| <b>Current liabilities</b>         |                |                |
| Unexpended grants                  | 357,232        | 753,300        |
| Payables                           | 150,080        | 93,512         |
|                                    | 507,312        | 846,812        |
| <b>Total funds and liabilities</b> | <b>560,606</b> | <b>925,871</b> |





**pasgr.org**

PARTNERSHIP FOR AFRICAN SOCIAL  
& GOVERNANCE RESEARCH

**Partnership for African Social and  
Governance Research**

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