



# Building Communities of Excellence for Public Policy

2016 Annual Report



# Contents

- 2** Abbreviations
- 3** Message from the Chair
- 4** Who we are, what we do
- 5** 2016 at a glance
- 6** Communications & Outreach
- 7** Higher Education Programme
- 11** In numbers
- 12** Professional Development & Training
- 16** Research Programme
- 21** Administration & Finance
- 22** Board of Directors
- 23** Research Committee
- 24** Financials

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## Who we are, what we do

**THE PARTNERSHIP FOR** African Social and Governance Research (PASGR) is an independent, non-partisan 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.

### Mission

Advancing research excellence for governance and public policy in Africa

### Vision

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

# 2016 at a glance





## Abbreviations

<b>ARD</b>	Advanced Research Design
<b>AIHD</b>	African Institute for Health and Development
<b>DFID</b>	Department for International Development
<b>HEP</b>	Higher Education Programme
<b>IDRC</b>	International Development Research Centre
<b>IDS</b>	Institute of Development Studies
<b>INASP</b>	International Network for the Availability of Scientific Publications
<b>KRA</b>	Kenya Revenue Authority
<b>MRPP</b>	Master of Research and Public Policy
<b>PASGR</b>	Partnership for African Social and Governance Research
<b>PAYE</b>	Pay-As-You-Earn
<b>PDT</b>	Professional Development and Training
<b>UCU</b>	Uganda Christian University
<b>UK</b>	United Kingdom
<b>UMU</b>	Uganda Martyrs University
<b>UoN</b>	University of Nairobi

## From the Chair



**As we mark** the midpoint of our current strategic plan, we have seen communities of knowledge and practice continue to grow or begin to emerge in our work in 2016. Some of these communities have come out of the partnerships that PASGR has initiated and nurtured over the years, and they enhance the excellence that has come to be the hallmark of our programmes.

Utafiti Sera (Kiswahili for ‘research-policy’) is one such community that began to evolve in 2015. It started to bear fruit in 2016. Utafiti Sera is an innovative multi-pronged approach that PASGR is using to help bridge the gap between research and public policy. Networks of researchers, policymakers, activists and policy practitioners have now been set up around three PASGR research themes in Kenya and Nigeria. We look forward to applying the Utafiti Sera approach in all our research and policy engagement work going forward.

The year under review also saw the first cohort of 22 graduates emerge from the collaborative Master of Research and Public Policy (MRPP) at two universities. This unique graduate programme is designed to produce the next generation

of public policy leaders and researchers in Africa. The MRPP continues to gain recognition and ownership on the continent; it is currently offered at 11 African universities, with two more to launch in 2017.

We continue to offer our innovative professional development courses in research methods and policy on a cost-sharing basis. New modules are in the pipeline. Thanks to a stronger digital and online footprint, we have been able to reach a wider pool of potential participants. Applications have come from as far as India and Pakistan.

As always, credit for these achievements is due to the PASGR Board of Directors, Secretariat and our key partners. It is because of them that we now have the communities of excellence that we celebrate in this year’s report. Congratulations to all for a job well done!

Professor Ernest Aryeetey  
Chair, PASGR Board of Directors



Communications & Outreach

## Redesigned website expands 'in-reach' to PASGR

The year 2016 saw communications entrenched as a major pillar of PASGR, cutting across all programmes. The launch of the redesigned organisational website ([www.pasgr.org](http://www.pasgr.org)) and the Master of Research and Public Policy site was a milestone in the Communications and Outreach Unit work.

The website carries studies and reports from PASGR-supported research projects. This way, it helps build awareness among African policy communities about PASGR to generate interest in and demand for research. The website is also where applications for Professional Development and Training (PDT) courses and other calls are received and ranked, using a customised web-based project selection tool. The MRPP website hosts the Moodle-based e-learning platform that is used by both the Higher Education and PDT programmes.

The redesigned websites are “more interactive and dynamic, fresher and more responsive, in keeping with global best-practice,” Communications Officer Wanja Njogah says, adding, that the online and digital space has proved to be rich ground for communications and outreach innovations that

support the formation and growth of virtual communities of knowledge and practice.

The unit, which grew tremendously in 2016, has added value to PASGR’s key programmes, with feedback showing knowledge products and calls for applications moving further and faster.

As a result of greater social and other online media visibility, PASGR’s Facebook page attracted 18,000 followers by mid-year, up from 259

**The redesigned websites are “more interactive and dynamic, fresher and more responsive, in keeping with global best-practice”**

likes in January. This followed a series of social media campaigns around programme activities and knowledge products. Twitter and Google+ growth was less robust. The platforms are used to share ‘industry-related’ news in addition to PASGR research and programme outputs.

PASGR social media is a one-stop shop for the African academic or researcher seeking collaboration, training and funding opportunities, or new research.

Since the unit adopted

digital platforms, ‘in-reach’ to PASGR has increased with applications for PDT courses coming from India and Pakistan—countries outside the institution’s mandate. Within Africa, PASGR has received applicants from countries like South Sudan for the first time.

The unit also developed and published two brochures for PDT and Research programmes, as well as the annual report and a booklet on PASGR’s work around data and development.

LinkedIn and Flickr profiles were launched, besides developing and uploading 46 YouTube videos. PASGR’s Strategic Plan 2014-2018 envisions a communications unit that is embedded in all programmes. The unit collaborates with each programme to package and provide multi-channel targeted communications and marketing strategies both online and offline.

In 2016, the unit inched closer to helping researchers engage its users at all stages of research and enhance its utilisation in the policy process as envisaged at PASGR’s inception.

Apart from engaging communications consultants, the unit started an internship programme that attracted two students from local universities.

Higher Education

## Milestone as first batch of Masters students graduate

The graduation of 22 candidates in the first class of the collaborative Master of Research and Public Policy (MRPP) was a landmark achievement in 2016.

The graduands at the universities of Dar es Salaam (November 8) and Mzumbe (December 2) joined PASGR’s flagship programme at its inception in 2014.

Higher Education Programme (HEP) Director Beatrice Muganda’s elation is captured in her reference to them as “ambassadors, who will go out and spread the message about the MRPP and build our reputation capital”.

In another highlight for the HEP, the University of Nairobi (UoN) officially

joined the MRPP on November 1, following a September 22 stakeholders’ workshop, described by Dr Muganda as ‘highly successful’. Representatives from Kenya’s Treasury, the Commission for University Education, and the Commission for Revenue Allocation were among participants at the workshop, whose key message was that the MRPP was equipping mid-career professionals with the right skills to influence appropriate decisions that leverage effective policies in government and private sectors.

In joining the MRPP, the UoN became part of a growing community of teaching staff across the continent, who are



MRPP lecturers from across Africa participate in the annual MRPP Week.

## Policy research has changed me



**MAUREEN SYLVIA KUSIIMA's** relationship with PASGR dates back to 2014.

The Master of Research and Public Policy (MRPP) student from Uganda Christian University credits PASGR for honing her research skills to include public policy issue analysis, lobbying and advocacy.

The student, who describes herself as “determined, hardworking, and self-driven” has acquired tools, design and other aspects of conducting research, including use of multi-method approaches and stakeholder engagement skills from PASGR.

“The sky is the limit for PASGR; it's unstoppable,” she says.

In 2016, Maureen maintained contact with PASGR and fellow MRPP students by email and telephone following earlier face-to-face contact during the 2015 MRPP Week in Nairobi.

PASGR “always has important information to pass on or inquiries to make about the MRPP,” Maureen says, as well as communicating research, scholarship and training opportunities.

PASGR's mission of advancing excellence in research among its communities of practice does not leave student communities the same, she says. The Higher Education Programme has had a positive impact on her Maureen says.

closely interacting virtually and in person to enhance the network and its benefits to partner universities. Through the online interactions on Moodle—an e-learning platform for both the teaching staff and students of the MRPP—students across the network benefit from capacities beyond their own universities.

The shared resource is also helping PASGR to enhance uniformity in programme delivery and to sustain a community of learners both at the lecturer and student levels who assume a unique identity that further embeds the PASGR brand.

The UoN's entry as a first among many

institutions on the waiting list affirms the MRPP's growing popularity. It also underlines the zeal and enthusiasm with which African universities wish to offer programmes that catalyse rigour and excellence in design and delivery as well as shed the ivory tower mentality by speaking deliberately and practically to African developmental challenges and policy priorities.

PASGR Executive Director Tade Aina regards the community as intrinsic to the organisation. He says that although ‘community’ was not articulated in the strategic plan for higher education, it has been there from “the very construction and birthing of PASGR”. The idea of community is however present in PASGR's vision statement: “a vibrant African social science community addressing the continent's public policy issues” and strategic objectives.

In the MRPP, a community of practice has evolved around clusters of teaching staff with a similar disciplinary orientation, working together to bolster learning and generate a

## My three hours with students of Maseno University



**WHEN NATIONAL TREASURY** Consultant Fred Owegi was invited to give a one-hour talk to a group of Masters students at the Maseno University in Kisumu, the session lasted three hours!

The talk in 2016 was on fiscal decentralisation. “PASGR felt there was limited understanding of fiscal decentralisation in Kenya.” He was impressed by the level of interest and the questions students asked. “I saw the extent to which students have bought into the idea of PASGR,” says Owegi, who has interacted with PASGR since 2015.

He addressed the legal basis of fiscal decentralisation, how the system has evolved, the challenges it faces and successes it has registered.

What fascinated him most was the students' diverse backgrounds and their questions. The students from the public and private sectors included businesspeople and county government staff from the region, “the kind of group any teacher would want to have as his class.”

Owegi describes the MRPP course as well planned and well thought out. “The way it's managed is excellent... It's responsive in that it's not rigid; it adapts, it evolves, it grows and it matures.” He laments that Kenya, and particularly the education sector, is losing excellence.

PASGR is already driving excellence and quality in the area of research for public policy, guided by its mission. It is bringing together different communities of practice as it did in 2016 when statisticians, political scientists, economists, anthropologists gathered to discuss policy challenges in health, education, and transport, which Kenya and Africa faces, Owegi says. His interaction with PASGR has been mutually



## Missing link in higher education



There is no doubt that the participating universities find this a relevant programme, whose graduates would be useful in their various places of work in the public and private sector. The multidisciplinary and multi-methods approach used by PASGR is very useful."

PROF PETER WANYANDE's engagement with PASGR goes back eight years—even before the pan-African policy research organisation was born. "I had the opportunity to discuss the initiative with the current Executive Director, Prof Tade Akin Aina, and Higher Education Programme (HEP) Director Beatrice Muganda at the very initial stages of PASGR," he says.

The don has attended PASGR training sessions and taken part in organising scholars' workshop at the University of Dar es Salaam late 2016, where he also gave a talk.

As the current coordinator of the PASGR programme at the Department of Political Science and Public Administration, UoN, Wanyande says of the university's becoming the 13 member of the MRPP programme: "There is no doubt that the participating universities find this a relevant programme, whose graduates would be useful in their various places of work in the public and private sector. The multidisciplinary and multi-methods approach used by PASGR is very useful."

PASGR has successfully carried out several executive courses linking industry to academic institutions. "Collaboration by policymakers and researchers is a great achievement partly because it is one of the missing links in our higher education system. It is an initiative that should be encouraged as students stand to benefit a lot from these linkages," he says.

special cadre of professionals, who are well grounded in the different social sciences. Prof Aina says time has come to recognise and appreciate the community aspect of PASGR's work as "a community of excellence for public policy."

Another highlight was the MRPP Week—the third since PASGR's inception. The MRPP week provides a forum for teaching staff and student representatives of partner universities to interact and share experiences. In 2016, it was held in Nairobi from August 8 to 10. The keynote address was presented by Prof Funmi Olonisakin of King's College London and founding Director of the African Leadership Centre. Prof Olonisakin highlighted global practices and trends in security in relation to Africa, a topic that is covered under Contemporary Issues in Public Policy in the MRPP curriculum. Her rallying call was for the MRPP community to embrace best global models within the opportunities and with the resources available in the local contexts.

But what speaks loudest for this remarkable programme is the profile of its students. For the first time ever, ongoing students in an African university looked beyond their needs to breathe life and create a strong bond with prospective students. This was at the University of Jos where MRPP students hosted a fundraising dinner in a rare show of ownership and commitment to the programme. The dinner attracted high-ranking government officials and business icons from Plateau State, Nigeria. This demonstrated resident communities' endorsement and support of the MRPP. The proceeds of the fundraiser went towards supporting the MRPP programme at the university.

## In numbers

532

Total number of PDT participants to date

31

Date in October when PASGR's Gendering Social Sciences Research Methods was commissioned

13

The number of Master of Research and Public Policy universities

271

Number of participants in Utafiti Sera activities in Kenya and Nigeria

38

Number of PASGR e-cases for MRPP, the biggest collection on the continent

100

Participants at the 2016 MRPP Week



19

Number of Working Papers from research projects available on PASGR website

40

Stakeholders from government and civil society who attended two forums under the Utafiti Sera on Social Protection

12

Number of researchers involved in the study 'Urban Governance and Turning African Cities Around'

77

Proportion out of 148 applicants who knew about PDT courses from word of mouth

22

The first class of MRPP candidates who graduated in 2016

46

The number of videos the Communications Unit developed and uploaded to PASGR YouTube

2016

The year PASGR launched three new studies on Urban Governance

18,000

The number of followers PASGR's Facebook page attracted by mid-2016, up from 259 in January



Participants during a 2016 Professional Development and Training modules.

## Taking part in training courses is a big eye-opener

**DR CONNIE NSHEMERIRWE** considers her participation in the Advanced Research Design (ARD) course as one of the most transformative experiences of her life. "It changed my whole approach to research and policy engagement," the Director of Quality Assurance at Cavendish University in Uganda says. The don, who had just completed her PhD a year earlier, was teaching at PASGR partner Uganda Martyrs University when she undertook the ARD course. Connie was soon invited to join the "college of instructors" that delivers the transformative course. "Even though I had already been struck by the quality of the group of instructors, working closely with them took my respect and admiration to a new level," she says. Since joining the community of facilitators, she has grown in skill and knowledge, and come to appreciate a new level of professionalism and collegiality, says Connie, for whom participating in the training of successive cohorts of researchers has been a big eye-opener on the depth and breadth of the issues Africa faces. "I have come to appreciate the extent to which these challenges are similar. In this regard, communities of practice are essential in joining the forces of like-minded and highly skilled researchers across the continent to tackle these challenges". She concludes: "The cross-fertilisation that I have personally experienced, and the fact that any of the researchers that come through the PASGR programmes are only an email away, is testament that a community of practice can grow, and that it can result in huge gains for our societies."



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## Professional Development and Training

# Transition as regional tutors take course leadership

**The year 2016 saw** PASGR consolidate its claim to being Africa's premier social policy and governance research institution as it focused on strengthening its training institute and its emerging community of practice. After four years, the Professional Development and Training (PDT) Programme has grown a robust and innovative institute capable of being led by a pool of its home-grown regional instructors. This has led to a shift in which the erstwhile delivery partner, the Institute of Development Studies (IDS) of the University of Sussex, has assumed a quality assurance role. "It was a transition moment as

instructors from the continent took full ownership of course delivery," PDT Programme Manager Pauline Ngimwa says. Driven by a passion to create a community of excellence, the PASGR college of instructors was also born. The University of Ibadan's Professor Ayobami Ojebode became the first instructor's academic coordinator as the pan-African research institution's drive to provide quality training manifested itself. (See sidebar Page 14) Coordination of the body of instructors—arguably PASGR's most transformative idea of 2016—will rotate yearly. Instructors appoint one of their own to be the overall academic course leader in line with PASGR's commitment to promote communities of excellence. She or he works closely with PASGR and interacts with fellow instructors through email and social media. In the discharge of its responsibility to expand the pool of instructors, the PDT with the academic coordinator, ran a three-week online course to equip new instructors with content and pedagogy. Trainee instructors later participated in a two-day training workshop in

Nairobi with experienced instructors. The workshop included mock teaching sessions to instil confidence in the future trainers. During the April course, five new instructors were identified as PDT efforts to restructure and grow intensified. The idea is to grow the college of instructors in specific regions to run courses in those regions, Ngimwa said. According to Tade Aina, the Institute has gone through a series of restructuring of content, process and the recruitment of new talent in order to consolidate not only its emerging community of excellence, but also to enhance the quality and cost-effectiveness of its delivery and post-contact follow up. Each training event (April and November) was preceded by a two-month preparation period in which instructors reviewed course content and took in feedback from previous training in order to update the content and make it more relevant and current. An exciting accomplishment of the year was the conclusion of a project that required instructors to identify a



## Why research design is everything for Nigerian donors

IF HE HAD HIS way, University of Ibadan professor Ayobami “Ayo” Ojebode would take all his PhD students and supervisors through PASGR’s Professional Development and Training (PDT) course before starting their doctoral work.

“PDT is first and foremost training in research design, and design is everything. If the doctoral thesis is faulty in design, it’s going to be faulty all through,” says the Communications Research Methods scholar and 2016 Coordinator of PASGR’s Methods Institute. He regards the organisation’s commitment to excellence as a deliberate pursuit. He has learnt that “if it is not good, then it’s not good. You’ve to do it again and again until it’s up to standard.”

“Training methods and course content are of the topmost possible standard. If it is to be done, it must be done with excellence.”

Ayo took a PDT course in 2012-2013 and became an instructor in 2015. He became coordinator of the College of Instructors in 2016 and oversaw the April and November courses with nine fellow tutors. He ensured content was up to date, matched objectives, and suitable for adult learners.

PASGR has passion for alternative/innovative pedagogy and avoids talk-and-chalk methods, preferring options that include use of videos, role play and demonstrations.

As coordinator he oversaw online engagement two-to-three weeks before face-to-face training. Previously, participants rarely read emailed material. They arrived for training ill-prepared, necessitating introduction of the online learning platform, Moodle. (See main PDT story from Page 12).

Ayo’s greatest reward is trainees saying, “My life’s never going to be the same again.” They send him proposals to review and when high profile donors accept to fund them, they credit PDT.

Yet, telling a trainee that an aspect of their class presentation was wanting was “not always enjoyable” and “required skill... That’s what it means to train communities of excellence.”



## PDT Calendar 2016

- March 14 – 15: Gender Sensitisation Workshop
- March 16 – 17: Gender Sensitisation Workshop face-to-face
- March 28 – 29: Advanced Research Design (ARD) pre-workshop instructors meeting
- March 30 – April 9: ARD Methods workshop
- April 10: Ethnography pre-workshop instructors meeting
- April 11 – 15: Ethnography workshop
- October 24 – 24: ARD pre-workshop instructors meeting
- October 26: ARD workshop
- November 7 – 11: Methods electives delivery

A group of participants at a PDT learning session.

common problem in Africa and apply their expertise to investigate it. This provided the opportunity to ground what they were teaching in the practical application of various methods. The decentralisation of governance (devolution) project was executed in Ethiopia, Nigeria, Ghana, Western Kenya and Uganda and was due to be published early 2017 as a special issue of the IDS Bulletin.

Another noteworthy occurrence was the tremendous professional growth within the body of instructors with some attaining the position of full professors in their respective institutions. Testimonies by team members cited their involvement in the programme for their promotions, saying, it’s “driven by excellence.” Apart from the full professorships, some team members were appointed to senior policy jobs in their governments while others won coveted fellowships such as the Georg Forster Research Fellowship for Experienced

Researchers. The Institute’s growing popularity was demonstrated in the response to a recent call for applications for training that showed 77 out of 148 course applicants knew about it from word of mouth. This is a clear indication that course participants are becoming PASGR’s best ambassadors.

Part of the ongoing restructuring in 2016 was the instructors’ re-customising of one of the modules. It was reduced from a three- to one-day module to meet MRPP instructors’ specific needs as PASGR stepped up its efforts to enhance both excellent and cost-effective delivery. During the module revision exercise, trainers met online to rearrange content for clarity. “We realised that we could condense content and remove redundant material, thus making it more relevant to the MRPP lecturers,” Ngimwa says.

PASGR’s quest for excellence continued to manifest itself in its virtual engagement with

participants ahead of training courses. Through Moodle—an online learning management platform—participants were introduced to what to expect and to their instructors ahead of the face-to-face training. Scheduled post-training online engagement followed to receive feedback on how participants were implementing their research projects and where additional support was needed. (See sidebar Page 14)

A major achievement for PASGR was the engagement of gender and methodology experts to write a continent-wide pioneer module on Gendering Social Science Research Methods. Module development was in progress as the year ended.

PASGR’s commitment to value for money and cost-effectiveness saw the PDT continuing to execute a 2015 strategy that encourages course participants to meet their travel and accommodation costs.

# Utafiti Sera captures partners' imaginations

There is no stopping an idea whose time has come. This is the story of PASGR's innovative approach to research uptake and policy engagement, Utafiti Sera (research-policy communities), which appears to have taken the research community by storm.

In a short three years, Utafiti Sera has become a key component of the Research Programme addressing the gap between research and public policy action. Utafiti Sera supports, builds and enhances a community of researchers and policy actors working together to ensure that appropriate and negotiated policy actions and uptake occur either through programmes, high quality policy debates, policy design or administrative and other forms of civic actions. Such actions revolve around issues for which there is either research evidence or rigorous synthesis of available knowledge.

Bridging the gap between research and public policy is a major challenge and preoccupation of organisations that support and fund research for policy uptake. Governments, private foundations and other funders have recognised this challenge and are contributing to efforts that connect research to evidence-based policy making and programme implementation.

PASGR currently engages in three Utafiti Sera. These are : Social Protection in Kenya, and Employment Creation in Agriculture and Agro-



The Utafiti Sera on agriculture and agro-processing engaged various Kenyan stakeholders. The programme included presentations on employment creation policy experiences within the country.

Processing in the Context of Inclusive Growth in both Kenya and Nigeria.

Engaging with partners like the African Institute for Health and Development (AIHD) in 2016, under the Utafiti Sera initiative, constitutes a major breakthrough as

## Providing research evidence for social protection in Kenya

IN AUGUST 2016, PASGR and the African Institute for Health and Development (AIHD) partnered to provide research evidence and scenarios for potential legislative solutions on social protection in Kenya. This was at the request of the Ministry of East African Community, Labour and Social Protection which had initiated the interaction to inform the initial steps towards a National Social Protection Bill. AIHD is the host organisation of Kenya's Utafiti Sera on social protection.

At a forum convened by the Ministry, PASGR and AIHD worked with other stakeholders to present the most

recent evidence on social protection. This activity was guided by PASGR's goal to promote the use of research evidence to engage policy action and programming decisions. Participants presented on and discussed studies that would inform the draft Bill that the line ministry technical committee was developing.

AIHD official Alice Sinkeet says the work involved conducting research, holding consultative meetings and dialogue sessions with key stakeholders in the social protection sector.

During the year, Utafiti Sera also convened other forums in which over 40 representatives from government line

ministries and agencies, the counties, development partners, civil society organisations (CSOs), researchers and the media discussed how to move the social protection agenda forward. Moreover, Utafiti Sera re-packaged existing and new evidence on social protection to inform policymakers and practitioners.

Some of the outputs of Kenya's social protection Utafiti Sera include: a video on the impact of cash transfer programmes in Turkana, Kwale, Bomet and Nairobi counties; newspaper articles; policy briefs; infographics and five key agenda items for enhancing social protection programming.

3  
Number of Utafiti Sera projects that PASGR is currently involved in.



Research teams (Rwanda, Ethiopia and Kenya), pictured with PASGR staff and resource persons during the review workshop on Urban Governance studies on Kigali, Addis Ababa and Nairobi.

it brings to realisation PASGR's quest to help translate research evidence into policy practice. The Ministry of East African Community, Labour and Social Protection used the evidence provided to inform their background research for a draft Bill on social protection in Kenya.

(See sidebar 'Facilitating work on Social Protection in Kenya'). PASGR partnered with AgRisk Advisory to facilitate the Utafiti Sera on agriculture in Kenya. The Nigerian Utafiti Sera was implemented with the Nigerian Institute of Legislative Studies.

## African cities are not just about doom and gloom

**PROFESSOR EDGAR PIETERSE** is convinced that a transformation is taking place in African cities. "They are not just about doom and gloom" the Principal Investigator of the Urban Governance and Turning African Cities Around says.

The Director, African Centre for Cities at the University of Cape Town in South Africa, has been involved with PASGR since the inception of the study in May 2015, having been involved in writing the framework paper. The initial phase of the study covered Johannesburg, Lagos and Luanda. Phase II, which has seen Pieterse oversee 12 researchers (two per city to-date) took off in 2016 and focuses on Addis Ababa, Kigali and Nairobi.

The Research Programme studies set out to interrogate the persistent narrative about African cities being synonymous with weak governance, traffic congestion, and chaos, among other epithets. Indeed, the City of

Lagos in Nigeria was once equated with dysfunction and chaos, Pieterse notes. Not so any more.

Recent years have witnessed massive social, economic and political transformation, resulting in rapid urbanisation, which has led to calls for a corresponding structural response from urban authorities, particularly in regard to better public goods and services.

A 2016 policy communities' workshop however determined that the developments lacked inclusiveness as they failed to take into account interests of marginal communities.

The rigour and clarity involved in the study was not only typical of PASGR. "The researchers were able to generate recommendations to guide

policy communities," Pieterse says. And, to reach a broader audience, each study also shot a five-to-six-minute video documentary.



PASGR Executive Director Tade Akin Aina describes Utafiti Sera as one of the most creative programmes the organisation has ever developed. This is partly because although the innovative strategy did not exist at PASGR's inception, it has risen to such prominence that it is beginning to change how people relate to the pan-African policy research institution. Utafiti Sera is also gaining international attention, following a PASGR presentation to the Dutch Foreign Ministry and subsequent funding to set up the three existing Utafiti Sera.

A major activity on the Research Programme in 2016 was co-hosting an Utafiti Sera forum on Social Protection in Kenya with AIHD. Ms Susan Mochache, the Principal Secretary for Social Security and

Services in the Ministry of Labour and East African Affairs, Kenya, opened the May 10 event.

Thirty-five participants, including researchers, policy make and practitioners discussed social protection issues requiring policy attention in Kenya. The forum was a follow-up to an earlier one in 2015, which attracted local and international participation.

In 2016, PASGR launched three new studies under the Urban Governance and Turning African Cities Around project. The studies under this project focussed on the politics and political economy of investments in urban infrastructure.

The new studies are being conducted in Kigali, Addis Ababa and Nairobi and are expected to be completed by June 2017.



## Huge gain as PASGR earns tax-exempt status

The Kenya Revenue Authority's granting of five-year tax exemption was a major milestone for PASGR in 2016. In a year marked by bold attempts to execute projects efficiently and effectively, the exemption starting October 31 was a major achievement.

"The concession ensures that whatever funding we get will not be subject to income tax," Finance and Administration Director Anna Otiato says. Renewal is subject to KRA audit, similar to the one preceding grant of the status. The exemption does not cover Pay-As-You-Earn (PAYE) taxes.

Exemption was preceded by rigorous checks, including a visit to some MRPP universities to confirm existence of PASGR partner activities, lecturers, students and equipment and that Kenyans were actually benefiting.

PASGR stepped up efforts to make the most of its financial and other resources even as the UK's Department for International Development (DFID) footed 87 per cent of the budget. According to Otiato, 32 per cent of the total 2016 funding went to research, 29 per cent to PDT, 24 per cent to HEP, and 15 per cent to core administration.

Additional funding came from the Open Society Foundation and the Carnegie Corporation of New York, which supported

Professional Development & Training activities. Carnegie provided a grant for strengthening social science research training in Africa, one of the outputs being to train a number of early-career African researchers on multi-methods research skills.

The Institute of Development Studies (IDS) Sussex, and the African Study Centre in Leiden, The Netherlands, also offered support. The latter funded Utafiti Sera projects in Kenya and Nigeria.

A newcomer, the International Network for the Availability of Scientific Publications (INASP), funded a gender sensitisation workshop.

The PDT programme realised significant savings for PASGR when it redesigned a three-day MRPP module into a customised one-day delivery as PASGR, stepped up efforts to run its courses in more affordable facilities without sacrificing quality.

Despite spirited attempts to achieve value for money, it may take a while to register anticipated gains when increased numbers of participants foot full costs, including travel, accommodation and tuition costs. Most applicants request sponsorship. "But we are hopeful that we will get there because the quality of training is good and there is demand for it," Otiato says.

### For research intern, quality is a process from start to finish

**OLUFEMI SAMSON BALOGUN**— Femi to friends and colleagues— regards excellence in research as a process. The intern in the Research Programme (RP) at PASGR says: "We try to ensure that we don't compromise on quality."

Besides engaging practitioners and policy actors from the beginning to the end of the research, PASGR endeavours to ensure inclusiveness in terms of having balanced perspectives between men and women. The balance extends to invited policy actors and to the teams employed to implement the research, and up to the

communities of practice level. Femi, who holds two Masters—in Public and International Affairs from the University of Lagos and in Security, Leadership and Society from King's College London—was involved at the inception of

Phase Two of the Urban Governance and Turning African Cities Around study. He joined PASGR on internship from the King's College London African Leadership Centre.

Also attached to the Institute of Development Studies of the University of Nairobi, a partner of the Africa Leadership Centre, Femi wants to look at how Monrovia City is coping with urbanisation in post-conflict Liberia in his PhD work.

He finds Utafiti Sera 'fascinating' in regard to how research translates to policy uptake and the processes entailed in terms of the thinking that goes into it, the networking and the organising. His PhD, he says, was inspired by the Urban Governance and Turning African Cities Around Project.

Involvement in the work of Phase Two, which covers Kigali, Nairobi and Addis Ababa, helped Femi to understand the entire process from the call for applications, their submission and selection.



# Board of Directors

PASGR is governed by a Board of Directors currently chaired by Prof Ernest Aryeetey, the immediate former 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.

PASGR also has a research

committee (see page 23), which is an integral part of its governance and management. In June, the Eighth Research Committee meeting elected Prof Karuti Kanyinga of the University of Nairobi as its new Chair. Pictured on this page are members of PASGR Board of Directors.



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



**H E 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 Akin Aina**  
Executive Director, PASGR (Secretary and ex-officio member)



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



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

## Research Committee



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



**Prof Funmi Olonisakin** is a 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.



**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 is crucial to Programme launches and in the post-launch monitoring and evaluation.

Two Steering Committee Meetings were held in 2016 to provide 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

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

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

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

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

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

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

**Prof Mark Okere**  
Egerton University Kenya

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

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

**Prof Peter Wanyande,**  
University of Nairobi, Kenya

## PASGR Secretariat

**Tade Akin Aina:** Executive Director

**Jane Muema:** Executive Assistant

**Anna Otiato:** Director, Finance

**Charles Nyaga:** Senior Finance Officer

**Colleta Njeri:** Finance Assistant

**Elijah Kabari:** Technical Administrative Assistant

**Beatrice Muganda:** Director, Higher Education

**Pauline Mureithi:** Programme Assistant, Higher Education

**Pauline Ngimwa:** Programme Manager, Professional Development & Training

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

**Nicholas Awortwi:** Director, Research

**Pamellah Lidaywa:** Programme Assistant, Research

**Wanja Njogah:** Communications Officer

# FINANCIALS

## STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2016

	Notes	2016 (US\$)	2015 (US\$)
<b>INCOME</b>			
Grant Income	3	2,568,791	3,532,772
Other Income	4	36,046	39,252
<b>Total Income</b>		<b>2,604,839</b>	<b>3,572,024</b>
<b>EXPENSES</b>			
Research programme	5	843,639	943,795
Policy outreach and training	6	737,249	1,242,117
Higher education programme	7	616,233	987,784
Administration costs	8	392,884	398,328
<b>Total expenses</b>		<b>2,590,005</b>	<b>3,572,024</b>
<b>SURPLUS FOR THE YEAR</b>		<b>14,834</b>	-
<b>ASSETS</b>			
<b>Non-current assets</b>			
Property and equipment	9	34,121	35,304
Intangible assets	10	29,920	17,990
		64,041	53,294
<b>Current Assets</b>			
Receivables	11	28,855	39,038
Bank and cash balances	12	578,702	468,274
		607,557	507,312
<b>Total Assets</b>		<b>671,598</b>	<b>560,606</b>

## STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2016

<b>FUNDS AND LIABILITIES</b>			
<b>Non-current liabilities</b>			
Deferred liabilities	13	64,041	53,294
Reserve Fund		14,834	-
<b>Current liabilities</b>			
Unexpected grants	14	390,176	357,232
Payables	15	202,547	150,080
		592,723	507,312
<b>Total funds and liabilities</b>		<b>671,598</b>	<b>560,606</b>

## STATEMENT OF CHANGES IN RESERVES FOR THE YEAR ENDED 31 DECEMBER 2016

At 1 January		-	-
Surplus for the year		14,834	-
At 31 December		14,834	-



**Partnership for African Social and  
Governance Research**

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