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PARTNERSHIP FOR AFRICAN SOCIAL
& GOVERNANCE RESEARCH

Innovation & Creativity for Public Policy

20
17 Annual Report

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Abbreviations

A4EA	Action for Empowerment and Accountability
ARD	Advanced Research Design
AIHD	African Institute for Health and Development
BBOG	Bring Back Our Girls
CABE	Centre for African Bio-Entrepreneurship
CIP	Centre for Public Integrity (Mozambique)
CCA	Comparative Case Analysis
CPER	Critical Policy-Engaged Research
DFID	Department for International Development of the United Kingdom
FGM	Female Genital Mutilation
HEP	Higher Education Programme
IDS	Institute of Development Studies
IER	Independent External Review
IPS	Institute of Parliamentary Studies
MoU	Memorandum of Understanding
MRPP	Master of Research and Public Policy
NILS	National Institute for Legislative Studies
PASGR	Partnership for African Social and Governance Research
PAYE	Pay As You Earn
PDT	Professional Development and Training
PedaL	Pedagogical Leadership in Africa
PhD	Doctor of Philosophy
RP	Research Programme
RUFORUM	Regional Universities Forum for Capacity Building in Agriculture
SNA	Social Network Analysis module
SPHEIR	Strategic Partnerships for Higher Education Innovation and Reform
UCU	Uganda Christian University
UK	United Kingdom
UMU	Uganda Martyrs University
UoN	University of Nairobi
VCs	Vice-Chancellors

Message from the Chair

It is that time of year again and we bring you our Annual Report.

As Board Chair, it is always an honour and privilege to send you this brief message that expresses both my impressions and my call of inspiration, not only to our PASGR community, but also to all our stakeholders. As those of you who have followed our Annual Report may have noticed, we try to select a theme that not only expresses our vision, but also serves as a signature for our work and being as a community of practice. For 2017, our theme is "Innovation and Creativity for Public Policy".

Innovation and creativity are intrinsic parts of what I call PASGR's DNA. Both are characteristics that express not only our very foundation and creation, but also cut across the implementation of all of our programme activities. As the end of the 2014-2018 Strategic Plan approaches, we pause to reflect on some of the ways in which we have pioneered and invented customised solutions to some of the social and policy challenges that confront us as Africans.

A major highlight in 2017 was the expansion of PASGR's innovative research-policy community initiative, Utafiti Sera.

Utafiti Sera, PASGR's exciting innovative approach to research uptake and policy engagement, now includes new projects in employment creation in agriculture and agro-processing (Nigeria and Kenya).

We have also commenced an innovative research study on empowerment and accountability in social and political action with a focus on new forms of social and political action in two studies. These studies (#BringBackOurGirls Movement in Nigeria; and The Sound of One Hand Clapping, a study of action in the extractive industries in Mozambique) were launched in collaboration with partner organisations during the year.

Another major milestone is the coming of age of the Master of Research & Public Policy programme, which had 100 graduates and 268 students enrolled by the end of 2017. This innovative programme, which has been recognised as the first collaborative regional graduate programme in research and public policy by notable international, regional and local online and print publications, went a step further in alternative teaching methods by introducing the flipped classroom

concept to its arsenal of pioneering pedagogical tools.

PASGR's Professional Development and Training courses continue to be offered on a cost-sharing basis with participants. A recent, novel addition to the suite of modules available is the Engendering Social Science Research Methods course. In addition, PASGR's data-driven use of online and social media platforms has enabled our knowledge and training products to reach more people in 2017 than ever before.

Amid a shifting and often challenging funding landscape, PASGR has pressed on to new grounds in each programme area and to offer unprecedented solutions and methods to research and training. I salute the PASGR Board of Directors and Secretariat, together with our key partners, for their undying commitment to advancing innovation, excellence and creativity in social science research in Africa.

Professor Ernest Aryeetey
Chair, PASGR Board of Directors

Who we are, What we do
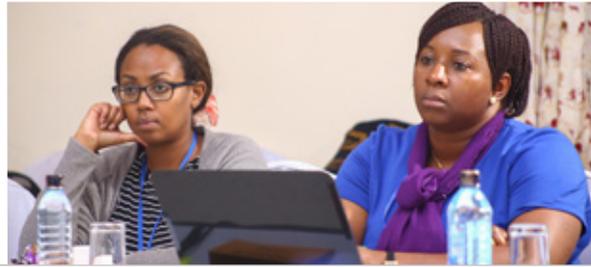
THE PARTNERSHIP FOR African Social and Governance Research (PASGR) is an independent, non-partisan pan-African not-for-profit organisation established in 2011 and located in Nairobi, Kenya.

Currently engaged in 13 universities in seven 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.

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

Mission
Advancing research excellence for governance and public policy in Africa

2017 at a glance

January
January 5: The Star newspaper (Kenya) published the story: "Cash Transfer for Disabled People: is the Inua Jamii Plan Changing Lives?" under the Utafiti Sera programme
January 31: 1st Utafiti Sera Forum on Employment Creation in Agriculture and Agro-processing in the Context of Inclusive Growth in Nigeria held at Rock View Hotel (Royale), Abuja

February
February 20: PASGR's Second Independent External Review starts

April
April 19-27: PDT offers ARD module training course to 51 participants from nine African countries during its Methods Institute at Maanzoni Lodge, Machakos County
April 24-25: Research Committee holds its 9th meeting
April 27 - 28: PASGR Board of Directors Meeting held at Fairview Hotel, Nairobi

May
May 1: Launch date for two-year Hewett-funded Utafiti Sera activities in Kenya and Rwanda

July
July 31 - August 4: 140 participants (46 of them female) from 13 partners universities attend MRPP Week in Dar es Salaam, Tanzania, under the theme: The MRPP in a Vibrant Social Science Community: Leadership imperatives

August
August 3: Steering Committee Meeting held in Dar es Salaam, Tanzania; MRPP featured on KTN prime time news as a unique programme
August 21 - 25: Information-sharing meeting of nine SPHEIR-funded partnerships held in Dar es Salaam, Tanzania
August 30: Strategic Partnerships for Higher Education Innovation and Reform (SPHEIR) confirms DFID's selection of six new partnerships

October
October 9-10: PASGR Board of Directors Meeting held at Fairview Hotel, Nairobi

Communication & Outreach
PASGR's digital footprint continues to spread

In an increasingly digital world, we tend to take the transformation of our institutions into digital organizations for granted.

Yet, innovation and creativity play and continue to perform a key role in the effective use of new media in line with our organisation's strategic objective to create a 'Digital PASGR'. That objective aims to grow internal and public interaction with PASGR's knowledge and training processes and products. The PASGR (pasgr.org) and MRPP (mrppafrica.org) websites, social media, an e-newsletter and academia.edu are some of the new media tactics that Communications has employed in our move towards becoming "Digital PASGR".

In 2017, the communications unit continued to run online campaigns to boost the organisation's visibility and increase social media reach and engagement. The online campaigns have revolved around working papers, short YouTube videos on the flipped classroom and teaching tricky topics (see HEP story, p7).

Articles about PASGR's work featured in newspapers and other publications, along with calls to attend professional development courses or apply for Utafiti Sera grants have also been shared.

Using online and social media platforms has seen an increase in the number of people with access to these materials. For instance, there were 60,757 web hits emanating from a user subscriber base of 23,303 people to Facebook, Twitter and LinkedIn as well as the e-newsletter during the year. These figures do not include those accessing materials through WhatsApp as a way to obtain data on the distribution of messages on this mobile platform does not currently exist.

Communications at PASGR has continued to capitalise on data gathered on the social media and online platforms. This practice has enabled us to not only share content that users find interesting and useful, but also phrase it in a manner that users find most appealing. The use of analytics has also made it possible to post when most followers are online and therefore more likely to see the posts. As a result, the number of shares, retweets, comments, replies and mentions (all considered indicators of user engagement in social media) grew to 1,864 in 2017, compared to 138 interactions recorded in 2016.

It was noted that opportunities like calls for applications, expressions of interest and scholarships spark more online engagement and users share and tag their networks.

Our relentless efforts to innovate and utilise readily available digital sources saw the introduction of a new entrant to PASGR's new media mix. This is the use of Google Scholar. All research reports are now available on Google Scholar, making them more visible to users searching for research in specific subject areas.

Virtual Staff Exchange concept comes to define PASGR

038

Case studies the HEP posted on the PASGR website in 2017

Master of Research and Public Policy (MRPP) teaching staff and resource persons participate in a breakout session during the August MRPP Week.

For Higher Education Programme (HEP) Director Beatrice Muganda, nothing speaks creativity as does innovations in leveraging technology. From faraway University of Sierra Leone, Dr Manty Jones delivers a lecture on Randomized Control Trials in Egerton University – on video!

In total, 24 content videos were authored using open-source software by MRPP teaching staff. "We didn't spend a penny on that. We taught [lecturers] how to record themselves. Now we have the voices of 24 teaching staff in all the 13 partner universities," Dr Muganda says. These multimedia resources are available to the broader community of students and staff on the continent and beyond through open access.

The flipped classroom is another landmark 2017 creation that expands learning outside classroom walls. It provides skills in independent study, and students explore and engage a variety of materials to co-construct knowledge in a continuous process of learning.

In another departure from traditional talk-and-chalk, a combination of creative approaches have been used to break down tricky topics into a set of learning experiences aimed at unlocking stumbling blocks in students' learning cycles. PASGR also emphasises learning circles to overcome U-shape and lecture-style arrangements that constrain student-student and staff-student interactions.

Since the launch of the first e-case initiative in Africa and on African content in 2014, training in case-study teaching and the actual practice, which integrates creative offline IT solutions, has become a signature feature of the programme. Fundamentally, PASGR has catalysed a paradigm shift by getting teaching staff who would traditionally be 'yellow-page'—an epithet for lecturers who cling to their old teaching notes to embrace technology—contrary to assumptions that only younger lecturers would be drawn to technology.

PASGR Executive Director Prof Tade Aina stresses that "digital PASGR is not just a learning platform; it has proved handy for exchanging ideas,

> "This is one of the best programmes we have in our department and faculty. It came at the right time for us as Batswana as our country is going through a developmental and leadership transition,"
> — Dr Bashi Mothusi, University of Botswana

AT A GLANCE

Since the launch of the first e-case initiative in Africa and on African content in 2014, training in case-study teaching and the actual practice, which integrates creative offline IT solutions, has become a signature feature of the programme. Fundamentally, PASGR has catalysed a paradigm shift by getting teaching staff who would traditionally be 'yellow-page'—an epithet for lecturers who cling to their old teaching notes to embrace technology—contrary to assumptions that only younger lecturers would be drawn to technology.

MRPP teaching staff had the opportunity to network and share their experiences with compatriots from the thirteen partner universities during breaks from the formal sessions at the MRPP Week.

besides helping the premier policy research organisation to manage its time and staff shortfalls. We're trying to create platforms where a student from the University of Ibadan can see what they're doing in Maseno."

The very concept, design and implementation of the Master of Research and Public Policy (MRPP) is in itself innovative, according to Prof Aina. Its blended focus has broken new grounds in Africa by treating public policy as an area for research, training and professional practice, quite distinct from public administration. It assumes a multidisciplinary approach that draws on multiple social science disciplines to inform, shape and analyse public policy.

Dr Muganda asserts that "the MRPP has witnessed an unparalleled rich mix of talent, passion and commitment to public good." MRPP classes are heterogeneous:

526

The number of students who have enrolled in the Master of Research and Public Policy from inception to 2017

from ambitious fresh graduates to leaders and early career professionals, security chiefs, government ministers and politicians, candidates are inspired to create appropriate policy responses to the continent's complex socio-economic and political challenges.

"This is one of the best programmes we have in our department and faculty. It came at the right time for us as Batswana as our country is going through a developmental and leadership transition," says Dr Bashi Mothusi, University of Botswana. PASGR has been a catalyst in creating graduate programmes in public policy in Africa with Botswana and Nairobi as the latest entrants.

Promising researchers emerged, for instance, Yusuf Oluwasegun David, University of Lagos, Nigeria, who won a research fellowship. In Kenya, Egerton University student Kenneth Ogutu, and his supervisor, Prof Mark Okere, were awarded KSh12 million

I'M IMPLEMENTING MY THESIS PROPOSALS

When he graduated from the University of Dar es Salaam, pioneering MRPP student Benjamin Sulle Otieno chose to volunteer at the Kenya Young Parliamentarians Association (KYPA) with singular focus: to implement the recommendations of his Master's thesis!
A first degree holder in Molecular Science from Kenyatta University, Sulle had interned at the KYPA in 2015. The youth caucus eventually hired him as Programme Officer in September 2017.
Sulle traces his fascination with policy work to his first job with a national agricultural organisation, which exposed him to symposia and similar settings. At one forum, he asked a scientist why he was talking about genetic engineering of maize when agriculture is not even taught in primary schools to interest pupils in farming.
The scientist said that was a policy question, which should be addressed to policymakers. Theirs was to do research and pass it on to policymakers.
Sulle wanted to be part of the policy process so that he could effect more changes rather than just adding to unimplemented research. He scouted online for policy-oriented research opportunities and found PASGR. It was offering something new: research and public policy. "This was perfect for me—a researcher and scientist, who wanted to get into policy!" Although he has a handle on the whole mix of MRPP pedagogical methods, including videos, group work, case studies—"sometimes we even had two lecturers coming so one delivered one part and the other another"— the case study method captured his imagination.
"Every unit and course we did had real-life case studies to learn from. The thing about case studies is that you can see different perspectives and pick what works," says Sulle, whose final research paper was a case study of KYPA. "It was during my internship here that I came up with the idea of my final paper—a case study on young legislators and their policy impact."
He says: "We work to ensure that their work is youth-focused. Inasmuch as they have a constituency that elected them, we're also giving them the constituency of youth in Kenya. We try to organise their work to ensure that the outcomes of parliamentary processes are representative of youth."

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— Ben Sulle Otieno, KYPA

by the Kenya National Research Foundation to conduct research on community policing.

So far, 526 students have enrolled in the programme and increase in female enrolment (44%) outstripped that of male enrolment (33%) in 2017. A total of 99 students have graduated with 59% in policy and research positions in the public and private sector. In 2017, a graduation rate of 44% surpassed that of South Africa (19%), hitherto considered Africa's best. A consistently high retention rate of 95% affirms that PASGR's innovation counters some systemic weaknesses that fuelled wastage.

Innovation has driven collaboration. A joint initiative with the Regional Universities

The Flipped Classroom and Teaching Tricky Topics were some of the innovative tools that MRPP teaching staff were exposed to in 2017 to enhance their students' learning

Forum for Capacity Building in Agriculture (RUFORUM) enabled PASGR to train 84 principals and deans of agricultural sciences in transformative leadership and to lead 31 vice-chancellors in reflective engagement with their leadership attributes.

Threats in the external and internal donor and higher education environment have forced PASGR to innovate and build alternative linkages, even as it grapples with demands to expand the MRPP network. A doctoral programme in public policy that will include new partners like the University of Pretoria is underway, and programme design will be funded by the Bosch Stiftung Foundation.

PASGR's pedagogical innovations were consolidated in a project entitled Pedagogical Leadership in Africa (PedaL). With support from SPHEIR (Strategic Partnerships for Higher Education Innovation and Reform), PedaL will sharpen, deepen and scale up pedagogical innovations and extend impact to a wide range of social science programmes.

Stakeholders have extolled PASGR for showcasing universities' true mettle as "open to innovative ideas and programmes." (University World News, November 7, 2017).

HEP Calendar 2017

August: MRPP Week held in Dar es Salaam

August: MRPP Steering Committee Meeting in Dar es Salaam

September: "Constructing innovative doctorates: Scoping evidence on doctoral structure and practices from six African countries" paper published

November: PASGR facilitates Leadership and Management training for University Principals and Deans at RUFORUM's 13th Annual General Meeting in Malawi

AT A GLANCE

Twenty four content videos were authored using open-source software by MRPP teaching staff. "We didn't spend a penny on that. We taught [lecturers] how to record themselves. Now we have the voices of 24 teaching staff in all the 13 partner universities." Beatrice Muganda, PASGR

In numbers

6 0 7 5 7
Number of Web hits in 2017

3 5 4
Total of policy actors who had participated in Utafiti Sera in Kenya and Nigeria by April 2017

0 1 4
Number of Policy Brief drafts grantees have submitted to the Research Programme for review

0 3 8
Case studies the HEP posted on the PASGR website in 2017

0 1 3
Number of universities in 7 African countries offering the MRPP programme

5 2 6
Students enrolled in the MRPP programme since inception (2014)

0 9 9
Graduates from the MRPP programme to date

0 2 4
Content videos shared across networks enhancing community of practice around the MRPP

2 5 3
Trainees who participated in the Professional Development and Training (PDT) courses in 2017

0 9 5
Percentage of retention of MRPP students, testimony to the programme's popularity

0 1 5
Policy Briefs completed and published during the year under review

0 1 2
Amount in millions of Kenya shillings, which the Kenya National Research Foundation awarded Egerton University

0 8 4
Principals and Deans of agricultural sciences trained in leadership for transformation in collaboration with the Regional Universities Forum for Capacity Building in Agriculture (RUFORUM)

0 3 1
Vice-Chancellors engaged in a leadership reflective workshop in collaboration with RUFORUM

0 0 4
PASGR research-related stories that appeared in Kenyan newspapers in 2017

0 0 2
PDT instructors who trained in Comparative Case Analysis (CCA) in November

0 0 2
The number of books published by the research programme during the year under review

0 0 5
The number of new Utafiti Sera houses commissioned in 2017 (2 in Nigeria, 1 in Mozambique, 1 in Rwanda and 1 in Kenya)

Professional Development and Training facilitators, course participants, and PASGR staff together with gender and research methods experts piloted the new Engendering Social Science Research Methods course.

Gender in focus as experts craft unique research module

When PASGR sought gender-cum-research methodology expertise to design a module that would combine the theories and praxis of gender with research methods, it soon became clear that this was a tall order.

A research methods expert with an understanding of gender was later paired up with an experienced gender scholar,

Professional Development and Training (PDT) Programme Manager Pauline Ngimwa says. Their combined creative genius delivered a research methods module that incorporates feminist theory and gender analysis tools. Two international gender experts reviewed the module, which was piloted during the April-May 2017 PASGR Institute.

Thirty-three participants took the module

at the November Methods Institute. For Dr Ngimwa, roll-out of the Engendering Social Science research methods module was the programme's highpoint. The module that has attracted great attention was a dream come true for PASGR following the March 2016 PASGR Gender Awareness workshop recommendations. This was in accordance with both the Board's decision and the Executive Director's drive to effectively integrate and engender PASGR in programmes, operations and methods.

Both researchers and gender scholars find the module useful because it targets every researcher who realises that social science research is incomplete unless it is engendered.

Despite the high demand, the module, which was envisaged to be fully paid for by participants, is yet to realise this hope. "The financing question remains," Ngimwa

> It changes completely the perspective from which policy research is conducted and it's applicable to all fields. The ability to identify the policy issue of a research, the causal factor(s), and the causal mechanism and outcome variables is creative. Construction of hypothetical causal mechanism and identification of causal relationship is innovative,"
> — Siyanbola Omitoyin

A VOICE TO SPREAD PASGR'S GOOD WORK

Fisheries scientist Siyanbola Omitoyin has been looking beyond her PhD after taking an advanced research methods course she took at PASGR in November.

Holding a PhD in Fisheries Management with research focus on Fisheries Administration, Policy and Gender, Dr Omitoyin also has a Master's degree in Business Administration.

"I participated in the Advanced Training for Multi-Method and Policy-Oriented Research from November 8 to 23 in a cohort of 15 for the Advanced Research Design (ARD) training and also participated in Comparative Case Study Analysis (CCA) Training," she says.

The course left her feeling that she belonged to the PASGR family and "looking forward to more participation in other course modules and greater involvement in PASGR activities."

For Africa to develop and for her people to overcome poverty, she says, policies informed by research-based findings through accurate data collection are essential insofar as they will enhance the decision-making process and good governance.

Omitoyin's experience with PASGR's capacity-building efforts, however short, has given her "a voice to spread the good works PASGR is doing." She is amplifying what those before her did: "I heard about the PDT programme from a friend who participated in ARD and CCA trainings in March, and I applied for the November training. It's been a short but impactful period," she says.

YOUNG GRADUATE FINDS VIBRANT SPACE AT PASGR

Ms Dominique Dryding's memories of PASGR are of "an encouraging place to be". She was a Research Associate attached to the Professional Development and Training (PDT) Programme. "It was very interesting reading evaluation after evaluation every time a training was held," she says.

"Immediately after graduating, the effect is so tangible," she says of the PDT's impact on participants' lives and careers and how they see themselves influencing their work spaces.

PASGR was "a lively space for a young graduate who had never lived in a different part of Africa," says the South African. Her presence in Kenya during the elections presented her with a picture of "a vibrant country with important policy decisions to make."

What struck Dominique was PDT's commitment to posting learning resources online to engage students and open them up to the shortfalls of traditional learning processes. This innovative approach, she says, opens the PASGR team to learning and improving from facilitators and participants' feedback.

Prof Tade Aina's typical statement during training sessions reinforces the knowledge value: "It's a learning process for everybody." Titles were dropped, enabling facilitators and participants to communicate on equal footing.

She, however, feels that learning spaces are not as common as they should be on a continent that has so much to learn from each other. "That opportunity to learn about how things could be done differently and having side conversations with participants about their life and work experiences has influenced the way I see my career trajectory," says the University of Cape Town alumna (undergrad) and King's College, London (Masters).

"The way PASGR conceptualises its major projects is innovative, engaging, transformative, [and] has not been done anywhere else on the continent. It should remain open to learning to further impact social science research in Africa," she states.

> "That opportunity to learn about how things could be done differently and having side conversations with participants about their life and work experiences has influenced the way I see my career trajectory"
> — Dominique Dryding

PDT Calendar 2017

April 19-29: Advanced Research Design

April 29-30: Comparative Case Analysis instructor's training

May 1-4: Action Research; Comparative Case Analysis; Survey Design; Social Network Analysis

May 5-6: Engendering Social Science Research Methods

July 31-Aug 3: E-Case Development

November 8-18: Advanced Research Design

November 16-18: Engendering Social Science Research Methods

November 20-23: Comparative Case Analysis

The PDT College of Instructors are a key part of the innovation and creativity that goes into the delivery of each course.

laments. PASGR currently uses a cost-sharing model to fund its training programme.

But the self-sustaining ideal forges ahead. In 2017, PASGR sent out expressions of interest to put in place a business plan. A 2014 external review of PASGR operations was categorical that PDT could be self-sustaining. Since then, the programme has progressively recovered most of its training costs as it moves towards a self-sustaining mode.

PASGR has been innovatively using what it has and incorporating content that can be useful to both PDT and HEP. In 2017, the PDT programme re-examined existing e-cases with a view to re-customise them. The Master of Research and Public Policy (MRPP) programme had designed two e-cases, which the PDT programme felt it could also use.

Two e-cases—one on the Niger Delta and another on the Bottom-up Agenda-setting on Female Genital Mutilation (FGM)—were reviewed during an MRPP-PDT meeting in Dar es Salaam, Tanzania, in April. Experts joined PDT instructors to re-customise the e-cases that are now in use by 13 MRPP universities.

The novel idea was to create materials that could support the engendering process while still operating within the public policy sphere of existing MRPP-designed e-cases. "We have been very keen on pedagogy—how the teaching happens," Ngimwa explains. That PDT and MRPP programmes can use the e-cases goes beyond cost-cutting and brings with it "freshness, more content and more relevance."

The PDT programme further produced teaching notes for the e-cases that indicate how and where a specific e-case can be used, for example, how to engender research or how to communicate policy research evidence.

Based on a discouraging 2016 experience when a call to a Comparative Case Analysis (CCA) training attracted a dismal six participants, the PDT programme went back to the drawing board and ended up with a module that pulled a record 32 participants.

Just what happened?

The initial call was met with 'so what's new with case study design' cynicism. This pushed PDT to take a second look at the description of the module and bring out

Participants Dr Florence Maina and Mr Kennedy Mwangi during piloting of the Engendering Social Science Research Methods module.

UGANDAN PARLIAMENTARY OFFICIAL HAS DREAMS OF EARNING A PHD

She likes her full name: Juliet Caroline Eliora Anewa. For this interview, she has granted permission to simply call her Juliet—although she relishes Eliora—"a name God gave me in a dream…it means, 'Who is like you God?'"

Juliet has been dreaming different dreams lately…like doing a PhD after she attended PASGR's Advanced Research Design (ARD) course in November.

The Senior Programme Officer at the Institute of Parliamentary Studies (IPS)—a semi-autonomous institute under the Government of Uganda—provides professional training in parliamentary processes, legislation, governance, democracy and accountability. She joined IPS as a research officer in 2008.

In 2014 while scouting for a professional development training course in 'a reputable institution', Juliet 'found' PASGR in an advertisement on the University of Sussex website.

Juliet applied instantly—actually twice in 2014 and 2015—unsuccessfully. She eventually gained admission to the course after a compatriot, Dr Connie Nshemereirwe, who had attended the course, recommended it to her boss. "The director was busy but asked six of us to apply."

The 11-day training course impressed Juliet. "It's African context-specific… the only training I've attended that has that perspective." She describes the course content as 'relevant' and 'empowering'. At the end of it, she was thinking: "I should do a PhD… If I were to rank the ARD on a scale of one to 10, I would give it 9.5. PASGR gives you the tools and knowledge of how to be results-oriented. You get hands-on experience on how to be an evidence-based policy advocate."

ENGAGING WITH POLICY IS JUST WHAT THE DOCTOR ORDERED

Moi University African Christian Ethics Professor Eunice Kamaara has the highest regard for policy-engaged research. "This is simply what the doctor ordered for Africa," she says.

Keen on trans-disciplinary perspectives to religion, gender and health in contemporary issues, and particularly in translating research findings into practical development through policy influence and community research uptake, Eunice has been involved in PASGR's PDT programme since 2011.

In terms of content and pedagogy, the professor finds the PDT programme unique. The review of modules in both content and pedagogy with every delivery and growing focus on Africa-centred perspectives is quite innovative, she says. "The combination of use of e-cases and flipped classroom methodologies alongside case studies, role play and group work is impressive."

Eunice finds policy-engaging research 'particularly innovative'. "This is simply what the doctor ordered for Africa. We need more of research that does not end with beautiful research reports for stacking in university libraries," says the don, who confesses to coming from a setting where 'ivory tower' research is done with little or no impact on communities.

In view of the dynamism of society and the complexity of humans, she says, effective public policy calls for innovation and creativity. She views technological advances that define PASGR's PDT programme delivery as offering new ways of influencing policy.

its novelty. While this was happening, a decentralisation research project involving PDT instructors had highlighted the need to redesign and renew the CCA module and strengthen instructors' skills to deliver it. This was followed by a two-day instructors' training prior to the delivery of the redesigned module. These combined efforts produced a product that was successfully delivered in November.

The outcome of the decentralisation research project, in which PDT instructors were involved, was published in an IDS bulletin and blogged as an open access source with Africa-specific content. "For the first time, our instructors were able to practise what they teach."

Through peer learning sessions that eschew traditional U-shaped classroom set-ups, learning became more interactive. "We introduced roundtable seating arrangement, which supports greater interaction," Ngimwa says. She attributes the success of the November training partly to the introduction of the roundtable format—a first for PDT.

In 2017, the programme hosted a Research Associate Dominique Dryding from King's College African Leadership Centre in London. Dominique's presence in PDT brought mutual benefits to herself and to the programme. (See sidebar, p.16)

"This is simply what the doctor ordered for Africa. We need more of research that does not end with beautiful research reports for stacking in university libraries."
— Prof Eunice Kamaara

"I should do a PhD… If I were to rank the ARD on a scale of one to 10, I would give it 9.5. PASGR gives you the tools and knowledge of how to be results-oriented. You get hands-on experience on how to be an evidence-based policy advocate."
— Miss Juliet Caroline Eliora Anewa

Utafiti Sera mirrors PASGR's creative genius

Utafiti Sera's unique approach to the research–policy process is a platform for diverse stakeholders to address the development problems they have in common.

Ask PASGR to expound on the 'R' in its initials and you will hear about a dream come true.

In 2017, the Partnership for African Social and Governance Research (PASGR) fully embraced the Utafiti Sera community of practice when it shifted the terms of the debate and practice from doing research for its own sake (outreach) to involving policymakers in the research process (in-reach).

In a sea change from tradition, PASGR Executive Director Tade Akin Aina explains how the pan-African policy research organisation realised the importance of generating policy-relevant research: "This requires the input and engagement of policy actors and stakeholders from day one."

Research Uptake and Policy Engagement (RUPE) Programme Manager Martin Atela elaborates on the evolution of Utafiti Sera from November 2014. "#BringBackOurGirls (#BBOG) is perhaps the first example of a research initiative where the Utafiti Sera process was informed by PASGR-led research that involved all stakeholders from

the start.

#BBOG, focuses on one of Nigeria's most intense social-media-driven and female-led actions following the abduction in April 2014 of nearly 300 schoolgirls by Islamic militants, Boko Haram, at Chibok, Borno State. On the other hand, Mozambican study seeks to understand why information disclosure by the Centre for Public Integrity has not been enough to trigger informed social and political action in the extractive industries and what additional actions would be needed to promote accountability.

"The Utafiti Sera approach allows us to deepen our engagement with policy actors through an interactive process accommodative of policymakers and researchers cross-pollination of ideas," Atela says. "At the end of the process, policymakers and researchers co-own the research problems, researchers use their technical skills to address the policy issues and return with policy-relevant evidence that policymakers can use to address their challenges. It's a win-win."

Traditionally, researchers design and do their own work hoping policymakers will use it. In the A4EA case, local partners

and researchers from the universities of Ibadan, Ilorin and Jos held a three-day methodology workshop with the Centre for Democracy and Development in Nigeria from July 24 to 26.

Involving government and other policy makers right from the beginning enabled them to table their issues, thus enriching research quality and outcome. This advantage cannot be overstressed in the sensitive #BBOG topic, since policymakers tend to know the right problems needing research to inform policy development to resolve.

Although policy actors and policy researchers have different roles, they belong to the same communities of interest and practice in the problem they are engaging. They are, therefore, stakeholders in finding solutions to common problems. Utafiti Sera is based on the premise that good research can produce good evidence, which can help address development problems.

Year 2017 saw Utafiti Sera make its foray into Rwanda with a forum on priorities of needs in rapidly-urbanising Kigali. The context-specific nature of the engagement that started in September

is innovative. Unlike the Kenyan projects that took off with a rulebook on conducting an Utafiti Sera programme, the Kigali research had to be redesigned to factor the local context.

Atela explains: "In Kenya, we bring evidence to the table with high-level policymakers. However, the Rwanda house preferred one-on-one engagement as this seemed to fit well in their context and because the Utafiti Sera approach is innovative and flexible, the urban governance house in Kigali quickly evolved and adopted this approach."

This approach excites Atela because it provides direct access to policymakers with government presence throughout. It's this innovative and unique policy-engagement aspect of PASGR that sets it apart from other research networks in Africa.

During the year, PASGR engaged with 354 policy actors across seven sectors, namely Government (23.7%), sub-national government (13.3%), development agencies (7.3%), private sector (9.3%), Advocacy CSOs (14.9.%), research organisations and think-tanks (12.3%), research and academic

"The initiative Sound of One Hand Clapping is innovative as it seeks to understand the foundations of accountability in Mozambique's extractive sector, which most of the times is neglected and an afterthought. By engaging in this initiative, we seek to bring upfront the fundamentals for a bottom-up driven better governance of the extractive sector in Mozambique. This is novel as most initiatives seek to do empowerment without embedding in society the fundamentals for a civic and bottom-up driven better governance."
—Professor Adriano Nuvunga, Director, Centre for Public Integrity, Mozambique

SHARING SINGLE MESSAGE WITH A DIVERSE AUDIENCE

For Ms Elsie Kangai, presenting research evidence to a wide range of stakeholders has been a unique experience. "I've learnt about engaging stakeholders," agricultural economist and Programme Manager, Centre for African Bio-Entrepreneurship (CABE) says.

"This was a first for me; I had never had an opportunity to share a single message with academicians, researchers, farmers, youth and civil society."

Crafting a single message that could communicate to such a diverse audience was "a tough first" for Elsie. She had to fall back on what she had learnt from the theory of scientific communication. "I really appreciate that opportunity," says Elsie, who holds a BSc in Agricultural Economics and a Masters in Agricultural Applied Economics.

CABE has engaged with PASGR since 2016 when the Institute of Development Studies (IDS) of the University of Nairobi did stakeholder mapping for PASGR that sought to use the evidence to inform policy. "They invited us to the launch of Utafiti Sera and gave us a synopsis of the planned research policy community," she says.

PASGR was looking for an institution to host the community that would provide a platform for engaging all actors in policy circles. CABE felt that PASGR's interests resonated with theirs. "Part of our work is policy research and a bit of advocacy," says Elsie.

CABE won a bid to host the first Utafiti Sera Community on Employment Creation, Agriculture and Agro-processing in Kenya.

> **PASGR was looking for an institution to host the community that would provide a platform for engaging all actors in policy circles. CABE felt that PASGR's interests resonated with theirs. "Part of our work is policy research and a bit of advocacy,"**
> — Ms Elsie Kangai

institutions (13.8%) and media (5%).

The RP rethought and reconfigured its trajectory, content and approach as a result of drastic cuts in its core funding. In the process, the Board and PASGR management explored alternative and innovative modes of delivering the programme. The niche created by the innovative work, not only in policy research, but also research uptake and policy engagement, opened up new terrains for the RP. To maintain this, the Board was tasked with considering changing its name to Research Uptake and Policy Engagement.

The reconfiguration process and attention to value for money continues, with the Research Committee opting to do a key part of its business via video conferencing and the RP increasingly relying on a network of PASGR-trained social scientists to do research. This novel approach takes cognisance of PASGR's human resources capacity limitations.

It's important to note that the 2016-2017 Independent External Review reaffirmed PASGR's network approach as enhancing research quality. This approach continues to advance inter-generational collaboration and dialogue between high profile senior scholars and emerging researchers. As the IER report observes, "We're now able to identify a high-profile principal investigator to work with our network of young researchers." The latter are mentored without compromising quality.

In 2017, the RP worked with grantees to publish two books: Politics, Public Policy and Social Protection in Africa: Evidence from Cash Transfer Programmes and Non-State Social Protection Actors and Services in Africa, while another, Inclusive Growth and Employment Creation had stalled after the PI fell ill.

In the same period, the programme continued to expand its science-to-policy communication products, publishing 14 Policy Briefs, two working papers, four newspaper articles in leading Kenyan local dailies (two in The Star, one in The Standard and one in the Daily Nation). Two posts found space in international blogs— one in the Dutch development platform INCLUDE and another in the Australian National University blog site i2insights.org.

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 guidance during the initial implementation of PASGR programmes, approving programme and organisational design, and reviewing work programmes and budget.

PASGR has a Research Committee (see p. 23), which is an integral part of its governance and management.

Prof Ambassador 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)

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

Julia Kemp
UK Department for International Development (DFID)

Hellen Ambasa Ombima
Director Legal Services & Company Secretary at United States International University - Africa (USIU-A)

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 13 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 SC's input is crucial to programme launches and in the post-launch monitoring and evaluation.

Two Steering Committee meetings were held in 2017 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 following members served in the SC in 2017:

Dr Abena Oduro
University of Ghana

Prof Ayodele Jegede
University of Ibadan

Dr Bashi Mothusi
University of Botswana

Dr Browne Onuoha
University of Lagos

Dr Denis Kamugisha
Mzumbe University

Dr Erick Nyambedha
Maseno University

Prof Gelase Mutahaba
University of Dar es Salaam

Dr Haruna Bonaventure
University of Jos

Dr Kukunda Elizabeth Bacwayo
Uganda Christian University

Prof Mark Okere
Egerton University

Prof Maximiano Ngabirano
Uganda Martyrs University

Prof Phillip Nying'uro
University of Nairobi

Mr Samuel Weekes
University of Sierra Leone

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: 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

Martin Atela: Research Uptake and Policy Engagement (RUPE) Programme Manager

Pamellah Lidaywa: Programme Assistant, Research

Wanja Njogah: Communications Officer

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: Professor at King's College, London and Founding Director of the African Leadership Centre.

Prof Halcinda Honwana: Anthropologist, lecturer, 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.

Admin & Finance

Juggling excellence with an eye on value for money

Fiscal year 2017 was challenging for PASGR, and Finance and Administration Director Anna Otiato should know. "There were concerns around funding, even as we stepped up our fundraising efforts," she says, adding that this atmospheric pressure brought out the best of creativity and innovation as her department struggled with compliance demands and managing new budgeting procedures from new funders.

"There was a lot of trying to contain our costs," Otiato says, but also a lot of creative re-thinking about budgeting, monitoring and controls.

The Independent External Review (IER) 2017, she notes, exerted much pressure on PASGR, with the focus on restructuring, reorganising, reducing overhead costs and bringing additional funders on board. PASGR confronted the IER recommendations looking at how best it needed to change its work approach, emphasising excellence while keeping an eye on value for money.

As the year ended, intense negotiations and a strong PASGR business proposition convinced DFID to extend its support for PASGR to September 2019. It is also important to note that the last quarter of the year saw PASGR signing its first grant agreement for a major bid—the British Council/SPHEIR bid for GBP 3.5 million in which PASGR was the only African-led partnership to win this highly competitive bid. The year ended on an optimistic note.

Executive Director Tade Aina says the funding ecosystem has become more crowded and intensely competitive because of the prevailing circumstances in donor countries. There is a strong element of Social Darwinism there in the sense of the survival of the fit. "The politics of the donor countries have become more populist and more inward-looking. Second, in spite of relatively unprecedented economic growth, new fiscal challenges occur daily worldwide, putting pressure on national fiscal management."

In addition, new political parties that have come to power are more inward than outward-looking, Prof Aina says, adding, there is no stability in the funding ecosystem post-Brexit. Funding priorities are less predictable and more market-determined than development-oriented. Thus, Administration and Finance found itself in a situation of increasing pressures, as growing funding bids are prepared and new stringent reporting demands are imposed.

In 2017, PASGR faced the challenges currently common to most actors in the research not-for-profit sector—that of seeking new and creative ways of addressing the often changing, intensely contested and unpredictable funding ecosystem.

Financials

Statement of profit or loss and other comprehensive income for the year ended 31 December 2017

	Notes	2017 US$	2016 US$
INCOME			
Grant income	3	2,316,015	2,568,791
Other income	4	87,772	36,048
Total income		**2,403,787**	**2,604,839**
EXPENSES			
Research programme	5	637,119	843,639
Policy outreach and training	6	648,360	737,249
Higher education programme	7	677,898	616,233
Administration costs	8	388,217	392,884
Total expenses		**2,351,594**	**2,590,005**
SURPLUS FOR THE YEAR		**52,193**	**14,834**

Statement of financial position as at 31 December 2017

	Notes	2017 US$	2016 US$
ASSETS			
Non-current assets			
Property and equipment	9	26,958	34,121
Intangible assets	10	12,487	29,920
		39,445	**64,041**
Current assets			
Grant receivable	1	4 80,997	-
Receivables		11 29,846	28,855
Bank and cash balances	12	910,235	578,702
		1,021,078	607,557
Total assets		**1,060,523**	**671,598**
FUNDS AND LIABILITIES			
Non-current liabilities			
Deferred income	1	3 39,444	64,041
Reserve Fund		67,027	14,834
Current liabilities			
Unexpended grants	14	729,201	390,176
Payables	15	224,851	202,547
		954,052	592,723
Total funds and liabilities		**1,060,523**	**671,598**

T he financial statements set out on pages 12 to 26 were approved and authorised for is sue by the Board of Di rectors on 2018 and signed on their behalf by:-

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Professor Omotade Akin Aina, Executive Director   Narciso Matos, Treasurer