

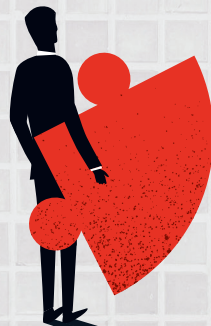
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PARTNERSHIP FOR AFRICAN SOCIAL
& GOVERNANCE RESEARCH

From Evidence to Policy Action

Strengthening Informed
Decision-Making in Africa

Strategic Plan 2024–2028



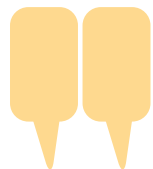
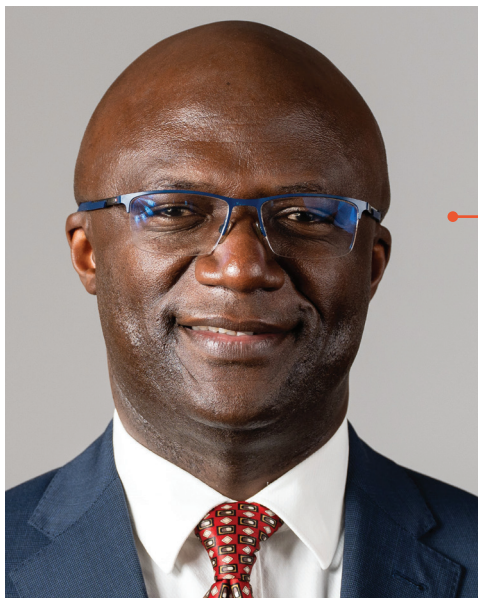
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Abbreviations and Acronyms

AfDB	African Development Bank	ICT	Information and Communication Technology	PASGR	Partnership for African Social and Governance Research
AI	Artificial Intelligence	IDRC	International Development Research Centre	PDT	Professional Development and Training
AU	African Union	INGO	International Non-governmental Organisation	PedaL	Pedagogical Leadership in Africa
CivicTech	Civic Technology	KPI	Key Performance Indicators	R&D	Research and Development
COVID	Coronavirus Disease	M&E	Monitoring and Evaluation	SDG	Sustainable Development Goals
CSO	Civil Society Organisation	MDG	Millennium Development Goal	SOW	Scope of Work
DFID	Department for International Development	MERL	Monitoring, Evaluation, Reporting and Learning	SWOT	Strengths, Weaknesses, Opportunities, and Threats
EIDM	Evidence-informed Decision Making	MRPP	Master of Research and Public Policy	ToRs	Terms of Reference
EU	European Union	MTR	Mid-term Review	UK	United Kingdom
FinTech	Financial Technology	NGO	Non-governmental Organisation	USA	United States of America
GDP	Gross Domestic Product				
GovTech	Government Technology				



The Board celebrates PASGR's great strides in research, higher education, and professional development, and thanks the staff for their hard work, resilience, and diligence.

Charting the Next Phase

Message from the chairman, Board of Directors

Welcome to the Strategic Plan 2024 – 2028 of the Partnership for African Social and Governance Research (PASGR). The Plan provides a roadmap to guide the organisation to navigate the next five years. It outlines PASGR's strategic goal and objectives, the strategies it will employ, and the key drivers for success.

The Plan was developed through collaboration between staff and the Board of Directors. This entailed retreats and meetings, quality discussions, and drafts and revisions over ten months. The Board is confident that, given the sense of ownership created by this active participation, the Plan will be implemented to the letter.

PASGR's new goal – to enhance the timely uptake of evidence-informed social and governance policies in Africa – is guided by the spirit of its founders, who were responding to the need to strengthen capacity and focus on social and governance research on the continent.

In 2008, when the organisation was conceived, the social and governance research landscape was shaped by Eurocentric paradigms. The situation has changed with the emergence of many think tanks. However, Africa still faces a plethora of challenges that call for evidence-based research to guide public policy.

In line with the African Union's Vision 2063 priorities, PASGR's research in this next phase will focus on higher education, youth employment and empowerment, climate action and resilience, sustainable cities, social protection, emerging technologies, accountability and good governance, and health. The organisation will also expand its geographical scope of presence and engagement, diversify its staff complement to become more Pan-African, and engage more with the African Union, regional bodies, and African governments.

The Board celebrates PASGR's great strides in research, higher education, and professional development, and thanks the staff for their hard work, resilience, and diligence. This was particularly evident during the COVID-19 pandemic in 2020 and 2021, when the team quickly came up with mechanisms to adapt and thrive.

It is the Board's hope that the Plan will give stakeholders a clear understanding of PASGR's work and its impact on the continent.

Prof Gerald Ouma
Chairman, Board of Directors

Note from the Executive Director

'Friends-Raising' at the Core of Advancing Evidence-Informed Policy in Africa

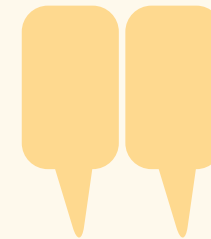
It is with great optimism and a deep sense of responsibility that I present the 2024–2028 Strategic Plan for the Partnership for African Social and Governance Research (PASGR). This plan reflects our institutional aspirations and the collective insights and as we articulate renewed commitment of our staff, partners, and stakeholders working for a common purpose across the continent. This Strategic Plan re-ignites the vision of an African-led transformation towards co-creation of impact through research and capacity strengthening, as we endeavour in the pathway for evidence-informed Decision Making (EIDM). The whole strategy is anchored on redefining what success is to our teams, with a clear primacy of team building and 'friends-raising'.

Since assuming the role of Executive Director in July 2025, I have had the privilege of engaging extensively with our internal teams, donors, African think tanks, and academic institutions. These interactions have reaffirmed my understanding of PASGR's unique position at the nexus of research, policy, and practice in Africa. The esteemed voices of our partners towards achieving the common goal and results, have not only illuminated the urgent need for a strategic renewal, and institutional strengthening, but also necessitated a bold leadership in shaping the future of evidence-uptake.

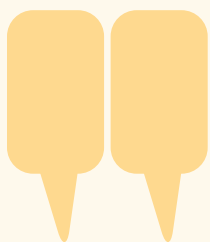
Re-thinking our approach to programming under this Strategic Plan builds on the foundational work of previous leadership, past interventions, and aligns

with the evolving ecosystem in the sector for PASGR's continual growth. In pursuit of our commitment to enhance the effectiveness and reach of our programmes, we outline six strategic pillars that underscore our new resolve to advancing our mission: internal alignment and operational planning, institutional strengthening, programmatic repositioning, resource mobilization, policy engagement, and governance enhancement. Each pillar is crafted to foster internal coherence while amplifying our external impact, and ultimately aims at elevating PASGR's visibility, credibility, and influence both across the African continent and on the global stage.

First, we seek to continually refine our operational planning processes to ensure that all departments



Esteemed voices of our partners towards achieving the common goal and results, have not only illuminated the urgent need for a strategic renewal, and institutional strengthening, but also necessitated a bold leadership in shaping the future of evidence-uptake.



Our fifth pillar focuses on transforming research into actionable insights, by intensifying our engagement with policymakers at local, national, and regional levels. Our goal here is to ensure that our research is accessible and impactful, contributing to informed decision-making processes.

and our internal systems are aligned with our overarching mission. Second, to fortify PASGR's position as a leader in social governance research, we plan enhance our organisational capacity through targeted training, enlisting and engaging of top-tier talent in the sector, and by intentionally establishing strong networks with key partners and the continental stage. Third, it is imperative that we undertake systematic evaluation of interventions to ensure our programmes remain agile and responsive to the rapidly evolving social contexts. Fourth, we plan to actively pursue diversified funding sources for institutional development and projects, including grants, partnerships, and futuristic collaborations with both traditional and non-traditional partners. Our fifth pillar focuses on transforming research into actionable insights, by intensifying our engagement with policymakers at local, national, and regional levels. Our goal here is to ensure that our research is accessible and impactful, contributing to informed decision-making processes.

Finally, it is my conviction that good governance is the bedrock of effective social systems. This strategy prioritises our new resolve to enhance governance practices both within PASGR and in our engagements across the continent. By aligning individual value systems of staff and partners, we commit to promoting institutional values such as transparency, accountability, and inclusivity, to inspire confidence among our partners and beneficiaries.

With this strategic plan, therefore, we are entering a transformative phase of PASGR that demands innovation, resilience, and collaboration. With the support of our Board and partners, and the good will of our staff, I am confident that PASGR will continue to thrive as a thought leader and trusted convener in Africa's research-policy ecosystem.

I invite all stakeholders to join us in this journey of renewal and impact.

Prof. Fadel Ndiame
Executive Director, PASGR

1

INTRODUCTION



1.1. About PASGR

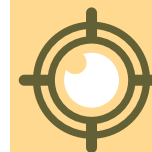
The Partnership for African Social and Governance Research (PASGR) is a non-partisan Pan-African organisation founded in 2011 and based in Nairobi, Kenya. PASGR, which operates in 26 African countries, is dedicated to advancing research excellence in governance and public policy. Its robust collaboration with both regional and international academic institutions, research think tanks, civil society organisations, and policy communities allows it to generate research that significantly influences policy.

Since its inception, PASGR has marked numerous milestones. By 2013, it had launched a collaborative master's programme and initiated varied impactful research projects. PASGR also contributed to critical discussions post the Millennium Development Goals (MDGs) which focused on redefining development priorities for the global agenda beyond 2015, leading to the adoption of the Sustainable Development Goals (SDGs).

The 2014 – 2018 Strategic Plan underscored PASGR's commitment to research excellence, with external evaluations affirming the effectiveness of its core programmes. Notable is the Master of Research and Public Policy (MRPP) that has contributed to the transformation of graduate education across Africa. The innovative Utafiti Sera model embodies PASGR's commitment to fostering collaboration among researchers, ensuring informed decision-making across various sectors. The establishment

of Utafiti Sera Houses (research-policy communities) throughout Africa revolutionises how governmental and academic entities utilise evidence to address major policy issues, such as urban governance and youth employment. The organisation also pioneered pedagogy innovations through the Pedagogical Leadership in Africa (PedaL) initiative. The programme has equipped over 3,000 academics with effective teaching strategies. The transformative Professional Development and Training (PDT) programme has recorded success and was described in a 2018 external evaluation as relevant, effective, highly specialised, and unique.

The previous strategic plan (2019 – 2023) built upon past achievements, promoting evidence-informed decision-making (EIDM) while expanding partnerships, even amid challenges such as the COVID-19 pandemic. A notable achievement during this period was the establishment of the first-ever collaborative Doctoral Programme in Public Policy. The same period also witnessed a leadership transition and the inauguration of a new Board following the retirement of the founding chair and several other members. PASGR's financial resilience was evident in the entry of new foundations and bilateral funders. Through vital partnerships with universities, research institutions, and governments built over the period, and initiatives like Utafiti Sera, PASGR continues to elevate the standard of higher education, policy research, and evidence-informed decision making across the continent.



1.2 Our Vision

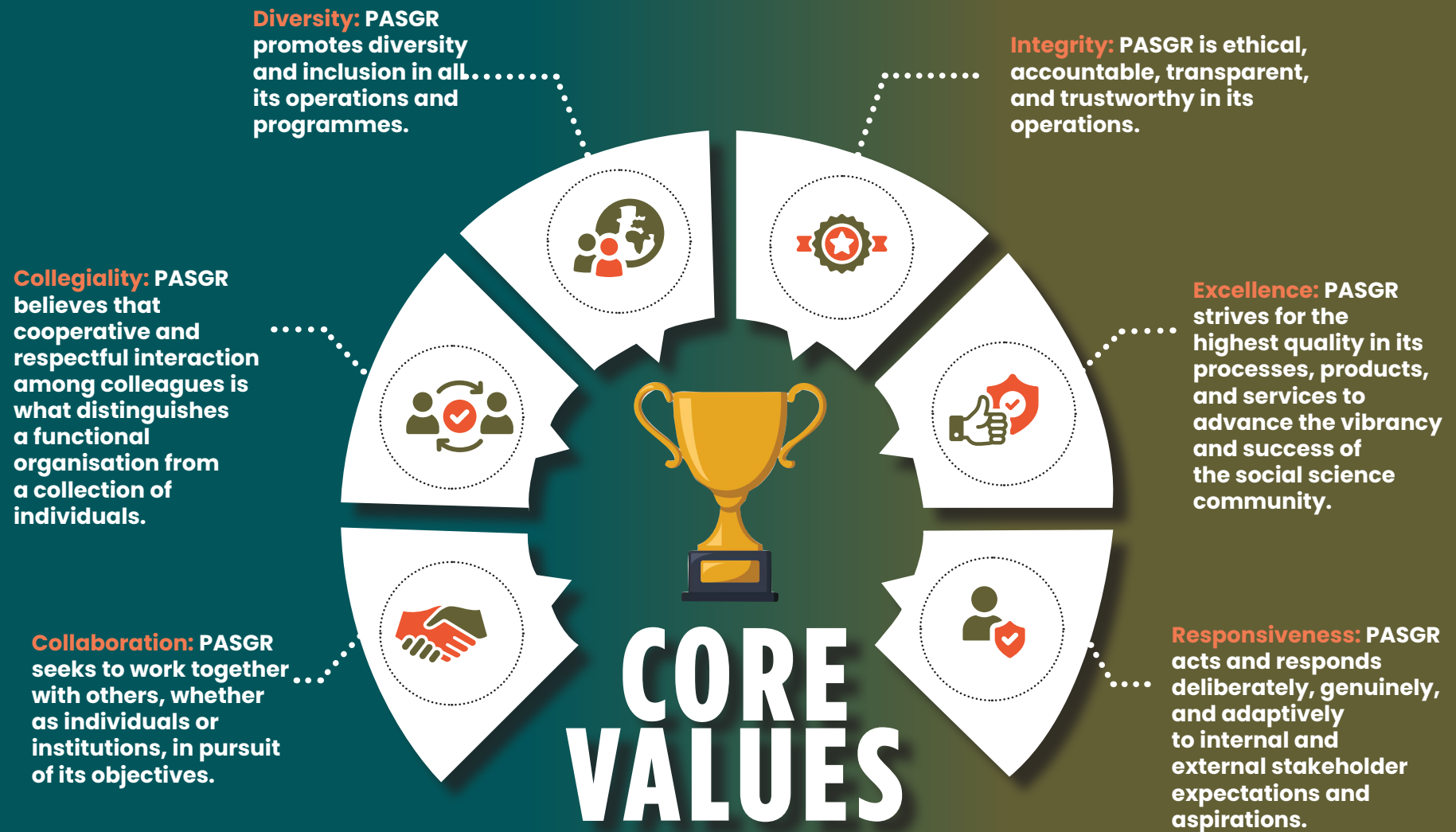
A vibrant Pan-African interdisciplinary knowledge community addressing the continent's governance and social policy needs.



1.3 Our Mission

Advancing research excellence and capacity strengthening for evidence-informed governance and social policy in Africa.

1.4. The PASGR Way



2019–2023

Important achievements in this period include:

1 Organising convenings on Evidence-Informed Decision Making (EIDM),

2 Collaboration with various stakeholders and fostering old and new partners to advance pedagogy, professional development training,

3 Research; and creation of new modules under the PDT programme to further enhance the capacity of researchers,

4 Establishment of the first-ever collaborative Doctoral Programme in Public Policy.

1.5. Niche

PASGR is a premier Pan-African organisation advancing research and strengthening capacity for social and governance evidence-informed policy. Through engagements and partnerships across 26 countries, PASGR continues to shape policy across the continent. By implementing robust training programmes for early and mid-career researchers, and in higher education, it cultivates skilled inter-generational public policy experts. The Utafiti Sera platform for co-creation and formation of research-policy communities encourages active involvement of policymakers throughout the research process. This, in turn, ensures that generated evidence is relevant to policymaking on the continent.

1.6. Rationale and Process for Development of the Strategic Plan

PASGR's 2024 – 2028 Strategic Plan builds on the performance of the previous one which concluded in 2023. While a successor plan was initially expected to begin in 2024, the organisation experienced a transitional period that delayed its development. This plan, therefore, recognises 2024 as a foundational year; a time for reflection, assessment, and strategic realignment.

While acknowledging both internal and external challenges, the leadership believes that this Strategic Plan offers clear pathways for overcoming these difficulties and setting the organisation on a strong trajectory for stability, growth, and lasting impact. The Plan is a result of a comprehensive SWOT analysis that enabled the organisation to identify the strengths to build on while addressing critical weaknesses. It also highlighted the opportunities that PASGR can exploit and the threats that must be minimised to achieve success and long-term impact.

The development of the Strategic Plan involved a consultative and participatory process with key stakeholders, including funders, implementing partners, the Board, and the management team. Insights gained have been instrumental in setting bold strategic objectives while ensuring the organisation remains responsive to its context. The Plan's development was based on a Balanced Scorecard approach, which provides a robust framework to assess performance and reinforce vertical and horizontal accountability for strategy execution.

2

SITUATIONAL ANALYSIS

This section summarises the analysis of PASGR's external and internal environment, as well as lessons from the implementation of the 2019 – 2023 Strategic Plan, as a basis for identifying key priorities and focus over the next plan period.



2.1 External Environment

PASGR was established to address three crucial issues. The first was the critical deficit in social research capacity to address governance and public policy issues. Secondly, the then-emerging democracies faced various challenges, and the demand for governments to perform and deliver services. Lastly, African governments have committed themselves to norms, agreements, and compacts, such as the SDGs and the AU Agenda 2063, which embrace education as a key driver.

Africa continues to grapple with many issues calling for evidence-informed policy development. Some of the oft-cited issues are climate, gender, good governance, urbanisation, education, migration, refugees, security, taxation, health, and the increase in youth population. Higher education programmes must focus on these thematic areas to generate robust research evidence to inform social and governance policy. Discourses on education governance reforms, strengthening of research training programmes, equitable access and university financing, and the emergence of digital technology for

teaching and learning will consequently shape how PASGR implements its research capacity interventions moving forward.

Technological advances of the 21st century have given rise to a digital ecosystem including a digital economy, mobile money platforms, digital agriculture, and digital health. E-government platforms have been created to streamline processes and reduce bureaucracy, resulting in improved public service efficiency and accessibility. This has, in turn, promoted transparency and enhanced citizen engagement.

The funding landscape globally is changing, with reduced development assistance as donor priorities shift towards other pressures, such as humanitarian crises arising from conflicts. Further, research in Africa has continued to face challenges of sustainability resulting from fluctuating funding levels. This calls for innovation and diversification of funding sources.

Lastly, the continent continues to experience developmental challenges arising from poverty, diseases, food insecurity, inadequate infrastructure, poor governance, and political instability in some parts.

These contextual factors will influence what PASGR chooses to work on and how it does so.

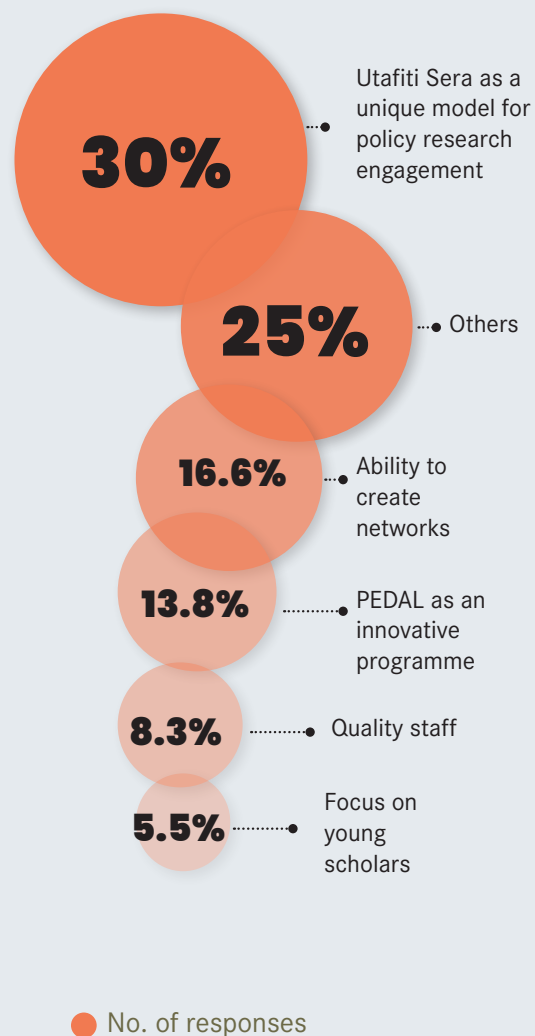
2.2 Internal Environment

PASGR possesses notable internal strengths, as captured in Figure 1. The Utafiti Sera model has been recognised as a unique and innovative approach that supports the co-creation and co-production of knowledge through research and policy-driven stakeholder engagement. It facilitates the creation of communities of practice of researchers and policy actors centred on national policy issues to influence research uptake and policy action. The approach has disrupted the rigid policymaking landscape through a bottom-up process of co-creation, thus democratising the process.

PASGR's ability to foster networks and partnerships across 26 African countries through collaboration with universities, research institutions and think tanks, civil society organisations, as well as individual researchers and policy actors, is another notable strength.

Pedal has been extolled as an innovative

Figure 1: PASGR's Strengths

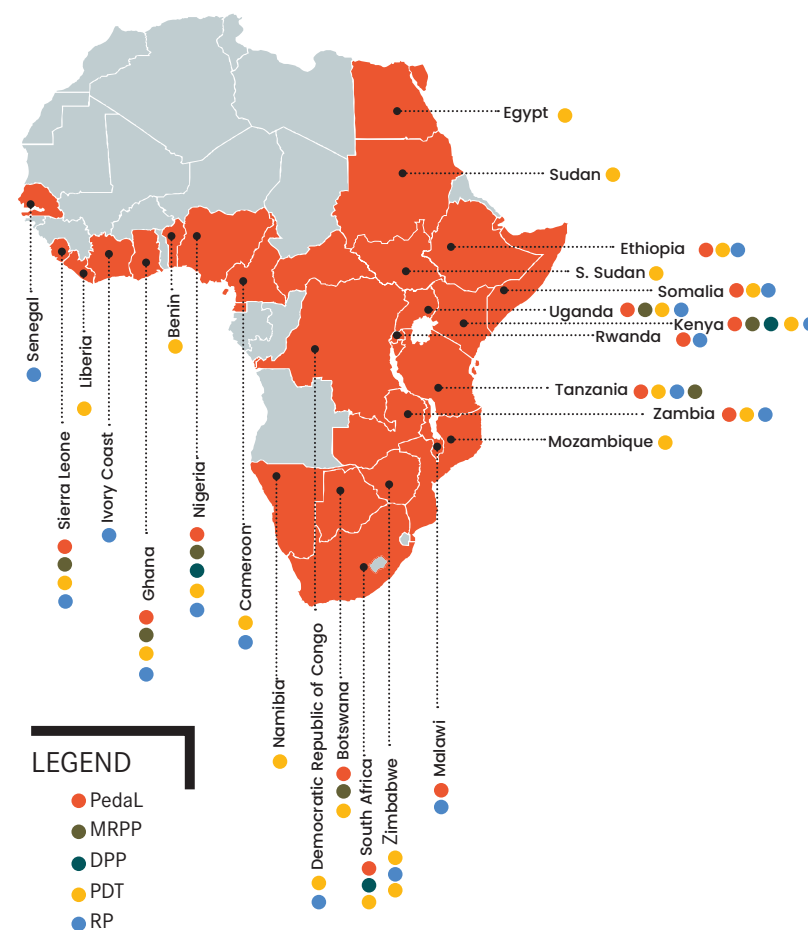


pedagogical programme that has enhanced learner-centred education across Africa. With a footprint in 152 institutions across 15 countries, Pedal has remarkably improved the quality of teaching in higher education. Its inclusive design led to strong institutionalisation within participant universities. A 2021 evaluation found it successful, with a 95–99% satisfaction rate among stakeholders, and 94% of teaching staff reporting having applied Pedal methodologies. This initiative continues to have a lasting impact, including its contribution to the establishment of the Open University of Kenya in 2023.

Building the capacity of young researchers in Africa is also an acknowledged strength worth expanding on, given the need to replenish Africa's cohort of aging senior scholars for intergenerational succession.

While the quality of PASGR's staff remains a valuable asset, some internal challenges, like staff turnover and cultural challenges that affect staff cohesion, must be addressed. Effective succession planning is essential, as leadership transitions within the management team and the Board have at times disrupted the organisation's and delivery capacity.

Figure 2: PASGR's Presence in Africa





Limited geographical scope — about 50% with largely Anglophone coverage — and a staff complement that is mostly Kenyan, hinder the full realisation of a Pan-African organisation. Additionally, diversifying funding sources is necessary to reduce donor dependency and ensure long-term sustainability.

Tackling these issues is a priority in this Strategic Plan.

2.3 Lessons from the Previous Strategic Plan

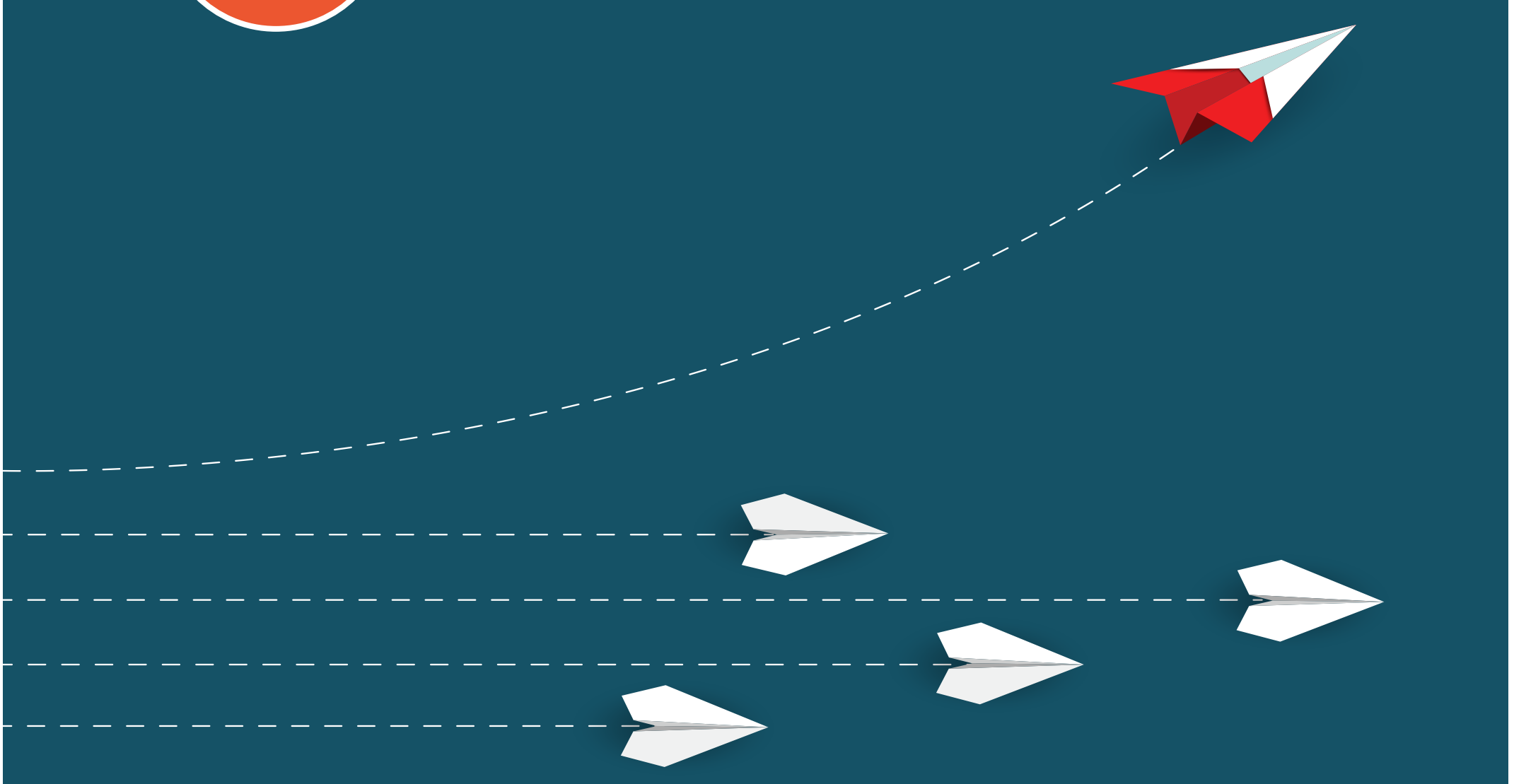
Consultations and document review revealed two notable insights. First is that Pedal has witnessed remarkable growth through its online training initiatives launched during the COVID-19 pandemic. With universities embracing online delivery, the Pedal programme holds significant potential to showcase the transformative power of pedagogy in delivering high-quality, affordable university education at scale. Secondly, PASGR has made substantial progress in strengthening

research capacity across Africa by nurturing early and mid-career researchers through collaborative postgraduate and professional training.

Moving forward, PASGR will pivot towards policy engagements in addition to policy research. PASGR's policy influence will be its main yardstick. Research will become a means to an end, not an end in itself. To achieve success, policymakers' buy-in of the generated evidence will be critical. This will be facilitated by deploying the Utafiti Sera model of knowledge co-production where policymakers are involved in the research process right from the conceptualisation stage. Moreover, adopting a Pan-African perspective through expansion of geographical presence and diversification of staff complement beyond Kenya, as well as engaging more explicitly with regional bodies and African governments, is essential for increased impact. PASGR will continue to seek opportunities to leverage its track record and core mandate.

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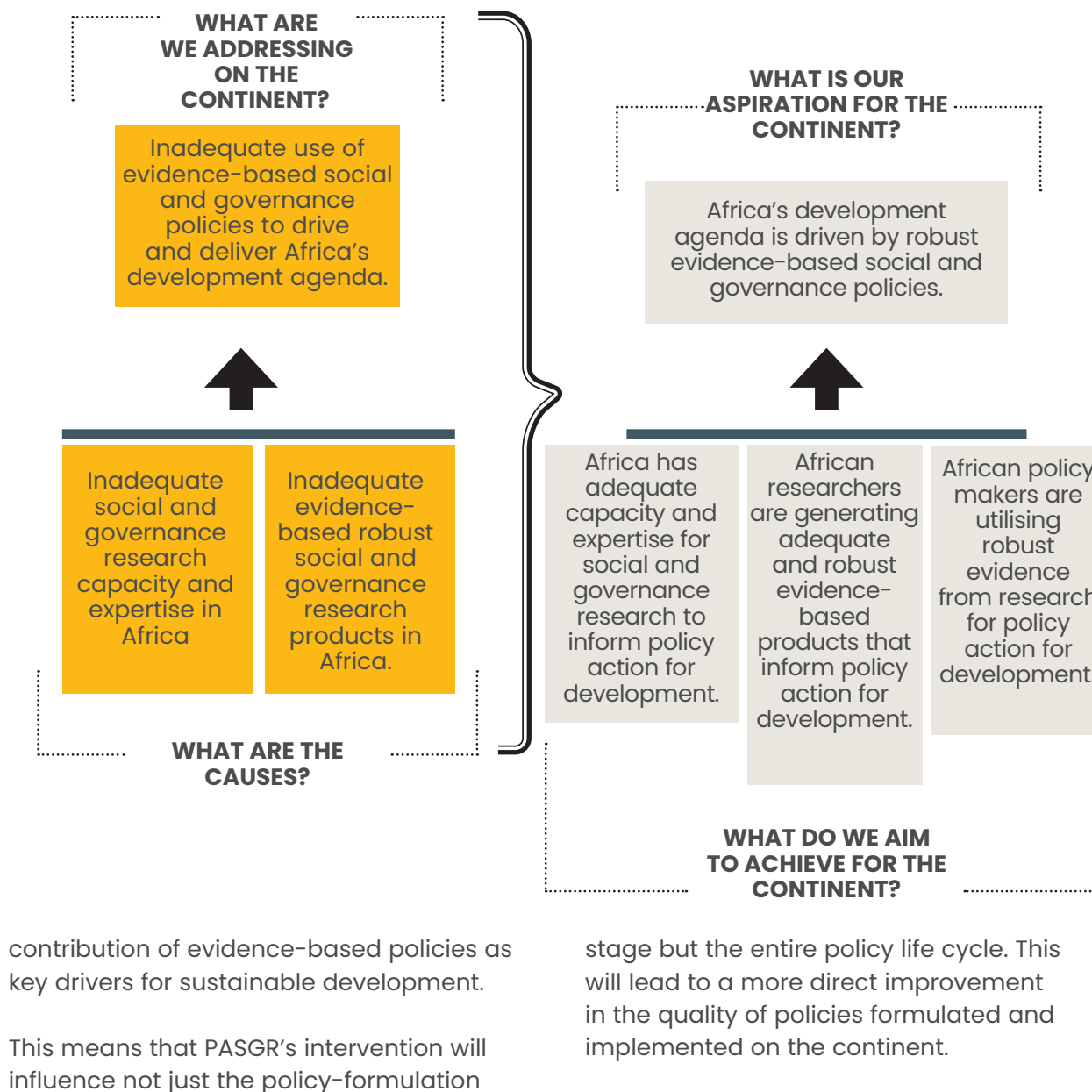
STRATEGIC DIRECTION



3.1. Conceptualisation of the Objectives

PASGR has identified a continual need to address the gap between Africa's development and evidence-based policies as instruments for endogenous development. PASGR's first strategic plan (2014 – 2018), themed 'Building Research Excellence for Public Policy,' aimed to address the continental policy-to-development gap through seven objectives. These were designed to build and advance research capacity through partnerships with universities in Africa. The second strategic plan (2019 – 2023) aimed to deepen capacity development for evidence-based research through improved pedagogy by universities, continuous professional development for early and mid-career researchers, and deliberate research-for-policy convening through the Utafiti Sera initiative. While PASGR, working with other agencies, recorded notable progress in the research-to-policy domain, the continent's policy practice for development still has some distance to cover.

The upcoming period (2024 – 2028) presents PASGR with a critical opportunity to look back at the start, and reflect on Africa's development space, and the



3.2. Framing of Strategic Objectives and Key Strategies

In pursuit of its vision and mission, PASGR will pursue four strategic objectives — three derived from its three core pillars and the fourth focused on

strengthening institutional capacity strengthening.

The three pillars are as follows:

- Advancing and facilitating research
- Strategic dissemination of research outcomes
- Translating research into policy action.

The four objectives build on the accomplishments of previous strategic plans, while adapting to current realities and future needs



3.3 Brief Description of the Objectives

Strategic Objective

1 To strengthen Africa's capacity for social research for evidence-informed policy action: Influencing social and governance policies in Africa requires continuous strengthening of capacity among researchers and policy actors for evidence-informed policy action. PASGR will enhance its capacity-strengthening function by expanding existing collaborative postgraduate and professional training programmes.

Strategic Objective

2 To generate robust evidence-based research outputs that inform policy. The continent continues to face a myriad of governance challenges. PASGR has developed a reputation for catalytic research, producing evidence that helps to respond to several of these issues, guided by AU Agenda 2063 priorities. PASGR will establish and strengthen partnerships aimed at promoting its role as a facilitator and catalyst, much more than the actual doer of research.

Strategic Objective

3 To promote the uptake of research evidence for policy action and implementation in Africa. PASGR will generate Afrocentric evidence that responds to high-priority areas derived from AU Agenda 2063 and engage critical stakeholders in the design, data generation, and uptake of research evidence in the policy life cycle. PASGR will build on and improve its Utafiti Sera model and use it as the methodology for co-creating knowledge and uptake to influence social and governance policies in Africa.

Strategic Objective

4 To strengthen PASGR as a sustainable centre of excellence for social and governance research for policy making in Africa. To strengthen the institutional capacity for PASGR to deliver on its mandate, the management will enhance resource mobilisation and build sustainability; strengthen the organisational staffing, leadership and governance; improve internal and external communication for increased visibility and true reflection of what PASGR does and its impact on society; as well as build a robust monitoring, evaluation, reporting, and learning system. Equally important will be the strengthening of internal capacity for research and engagement with policymaking at various levels. PASGR will strengthen its Pan-African outlook by bringing on board professionals from different parts of the continent.

4

STRATEGIC CAPABILITIES AND PERFORMANCE ARRANGEMENTS



The implementation of this Strategic Plan is premised on the identified strategic capabilities and performance arrangements.

4.1 Partnerships

Commitment to partnerships is a defining feature of PASGR. The organisation prioritises a collaborative approach to the design and implementation of its work. It has maintained and deepened its partnerships with universities, research institutions, individual researchers, and policy actors across the continent. This collaborative ethos will be maintained in the Plan period, ensuring that PASGR can achieve lasting impact and widespread recognition by working equitably with diverse stakeholders.

4.2 ICT Integration

PASGR remains committed to integrating modern technology into both its capacity-strengthening initiatives and its research platforms to enhance reach, effectiveness, and innovation. With the influence of Generation Z and Generation Alpha on education approaches and governance trends on the continent, technology will continue to be an integral tool for PASGR's work. The PedAL programme has proved effective in advancing the adoption of education technology in learning institutions. During the COVID-19 pandemic, it equipped over 1,800 university lecturers with e-learning skills. PASGR will continue to prioritise technology in its programmes and operations by leveraging advanced systems that enhance effectiveness and efficiency.

4.3 Competent and Motivated Staff

PASGR's measure of success is not only on the quality and relevance of its programmes and technology but, crucially, the calibre and motivation of its staff. Consequently, PASGR prioritises the recruitment, training, and retention of a skilled and diverse team. PASGR will continue to harness this expertise and leverage its robust network of researchers

and communities of practice through Utafiti Sera houses, demonstrating its commitment to delivering excellence in implementing the Strategic Plan and fostering a positive work culture aligned with its core values.

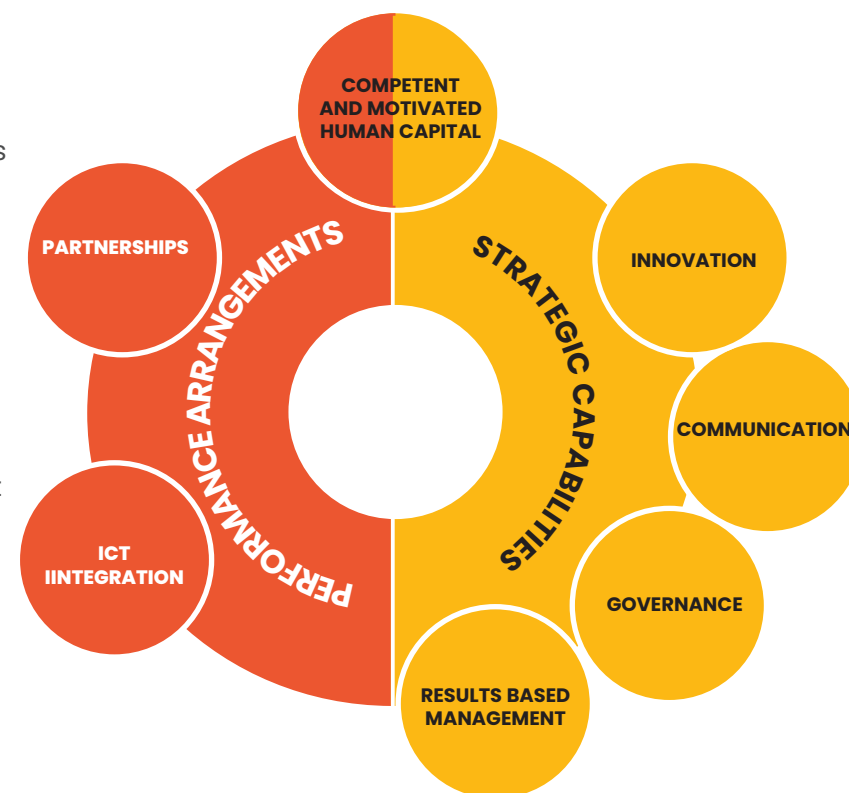
4.4 Innovation

Innovation is ingrained in PASGR's work, from the pedagogy utilised in the higher education and training programmes, to the Utafiti Sera activities, and the deployment of technology in PedAL. Continuous adaptation, learning, and improvement will be the hallmark of this Strategic Plan, and management will provide an enabling environment for creativity and competitiveness to thrive.

4.5 Results-Based Management

PASGR's guiding principle is to create meaningful change within its influence. Therefore, the organisation will focus on translating activities and outputs into outcomes and impact. The result-harvesting techniques and tools will be refined during the Plan period to ensure agility. Value for money will be

Figure 5: Strategic Capabilities and Performance Arrangements



demonstrated throughout as impact becomes increasingly evident across the organisation's result areas, partners, and the larger society.

4.6 Communication

PASGR effectively engages stakeholders through multiple channels of communication and ensures its products reach different audiences that need them to drive policy change. In acknowledging rapid changes in technology, with a preference for digital media among the youth, PASGR will employ both social and legacy media, including the use of podcasts, to enhance its outreach. Digital PASGR (introduced in the last strategic plan period as an approach and culture of integrating digital technology in programmes and operations) will be expanded and made core to the organisation's capabilities and performance.

4.7 Governance

Governance is central to PASGR's identity and operations. Attracting resources, sustaining partnerships, and maintaining a competitive edge in an environment saturated with think tanks and research institutions, amidst limited funding, requires effective, accountable, and visionary governance and leadership. PASGR will refresh its governance tools' design to enable it to remain ahead of the curve. It will ensure excellence in organisational management and performance to achieve compliance and identify and mitigate any risks.

4.8 Organisational Structure

Recognising that structure must align with function, PASGR will reorganise into three key directorates: **the Executive Director's Office, Programmes, and Finance and Operations.**

Executive Director's Office

The Executive Director's Office, led by the **Executive Director**, will include the communications and resource mobilisation coordinators and additional staff. This office is the essential link between the Board and staff, ensuring that PASGR's activities align with its strategic objectives and effectively implement Board resolutions.

Director of Programmes

The **Director of Programmes** will head the Programmes Directorate and will focus on technical leadership and management of PASGR's core initiatives. The directorate will be organised around two strands: research and uptake, and capacity development and training. It will also oversee monitoring, evaluation, and learning.

Finance and Operations

The Finance and Operations function, led by the **Director of Finance and Operations**, will manage finance, human resources, administration, ICT, and knowledge management, ensuring operational excellence. The Senior Management Team, comprising the Executive Director and the two directors, will regularly assess implementation progress and drive successful outcomes.

5

MONITORING AND EVALUATION



Research aims to advance and deepen understanding and build evidence and knowledge. The role research plays in policy processes is, therefore, more about contribution than attribution. Research, especially that which is publicly funded, is increasingly expected to be relevant to public concerns, influence policy, and shape programmes to improve human and environmental conditions. These expectations have implications for what is valued and evaluated. Traditionally, a research project's effectiveness or 'success' has been assessed by the number of articles published in peer-reviewed journals, possibly accompanied by the number of downloads of research outputs.

Policy processes are complex, involve multiple actors, and often have a significant time lag between research and what may or may not happen because of it. This means that developing an overarching monitoring and evaluation framework can be challenging. But it is not impossible. To build a robust monitoring,

evaluation, reporting, and learning framework and practice at PASGR, this strategy spells out three critical things as outlined below.

1. A clear Theory of Change
2. Clear spheres of engagement (sphere of control, influence, and interest)
3. Clear monitoring, evaluation, and learning purposes.

a) Developing a clear Theory of Change

A Theory of Change will guide PASGR's choice of key evaluation and learning questions, which are expected to address critical points in the trajectory of change. This will ensure that indicators are set up to measure all relevant steps and processes, and not only to address one level, such as outputs.

b) Developing clear spheres of engagement using Outcome Mapping

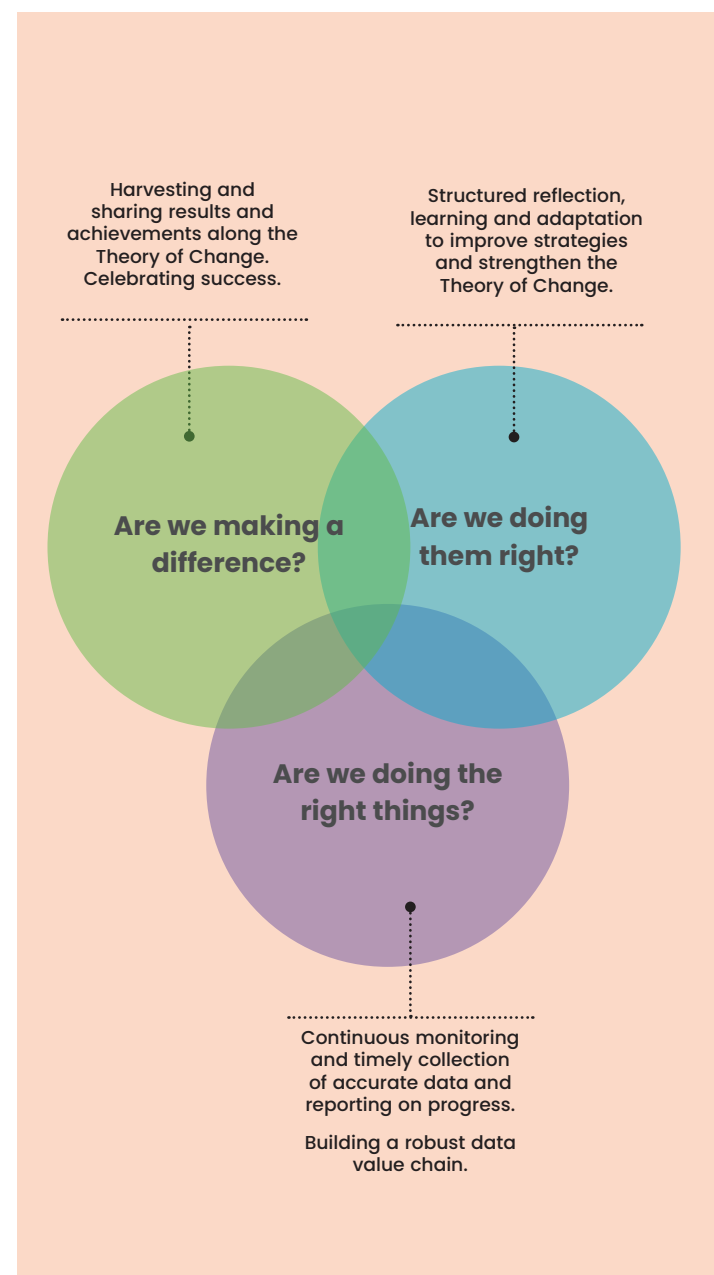
Identifying the roles and functions of project personnel and partners is an important component of monitoring. The process of engaging with policymakers is not a simple one: there are different

roles that need to be played to ensure information is available, understandable, and that it is actively used to inform policy debates. Clarifying who should play each role and what they should do makes it easier to monitor each stakeholder's contributions.

PASGR will utilise the Outcome Mapping approach to outline and align the expected changes along the three spheres (sphere of control, influence, and interest) with clarity on actor roles. It will focus on changes in behaviour, relationships, actions, and activities of partners with whom PASGR works, engages, and seeks to influence.

c) Developing clear monitoring, evaluation, and learning purposes

Monitoring, evaluation, reporting, and learning are designed to track the performance along the Theory of Change and the Spheres of Influence to answer three questions as follows: Are we doing the right things? Are we doing them right? Are we making a difference? PASGR will structure the monitoring, evaluation, reporting, and learning framework and practice around the three main questions.





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