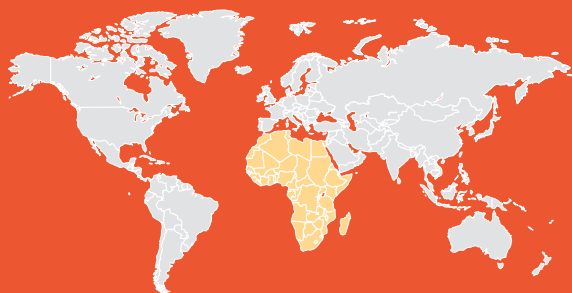


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PARTNERSHIP FOR AFRICAN SOCIAL
& GOVERNANCE RESEARCH



Excellence
in engaging
Africa's
governance
problems



2019 ANNUAL REPORT



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OUR DONORS

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Abbreviations

AAU	Association of African Universities	INASP	International Network for the Availability of Scientific Publications
A4EA	Action for Empowerment and Accountability	IRC	Informed Research Consumers
APHRC	African Population and Health Research Centre	JAAS	Joint Annual Academic Seminars
ARD	Advanced Research Design	KRA	Kenya Revenue Authority
ARUA	Africa Research Universities Alliance	MRPP	Master of Research and Public Policy
AIHD	African Institute for Health and Development	PASGR	Partnership for African Social and Governance Research
BBOG	Bring Back Our Girls	PDT	Professional Development and Training
CABE	Centre for African Bio-Entrepreneurship	SC	Steering Committee
DAAD	German Academic Exchange Service	SPHEIR	Strategic Partnerships for Higher Education Innovation and Reform
DFID	Department for International Development	STEM	Science, Technology and Mathematics
HEP	Higher Education Programme	TEL	Technology Enhanced Learning
IDRC	International Development Research Centre	UCU	Uganda Christian University
IDS	Institute of Development Studies	UK	United Kingdom
IIE	Institute for International Education	UMU	Uganda Martyrs University
		UoN	University of Nairobi
		UP	University of Pretoria

From the Chair

As PASGR's work grows from strength to strength, we see a broadening of the scope of activities, as well as growing depth in its programmes. In 2019, we had the privilege of engaging more than 2,000 people — staff, researchers, educators, students' partners and key stakeholders — in helping to shape our Strategic Plan for 2019-2023: Towards Communities of Excellence for Research and Public Policy.

Launched in the spring, this bold plan is grounded in partnerships with different stakeholders and an uncompromising focus on quality and creating vibrant social science communities across the continent. It thrives on the need for collaborations and advocacy to advance pedagogy, professional development training and research.

The Research programme began on a high note as PASGR collaborated with Utafiti Sera host organisations and other Evidence-Informed Decision Making (EIDM) partners to organise a successful Africa-wide convening on innovative approaches to EIDM. The discussions included the role of big data and data scientists in providing evidence on the development challenges of the continent.

The Professional Development and Training (PDT) arm of PASGR continued to thrive in 2019, providing both tailor-made training to groups of participants from selected institutions as well as delivering traditional programmes to mixed participants that responded to two of our calls for training. The team also held its first ever instructors retreat. In 2019 the PDT programme was evaluated for the first time, which informed the creation of new modules to further enhance the capacity of researchers that have shown diverse training needs.

The Higher Education Programme (HEP) team also hosted a number of events in 2019. It began the year with an e-case authorship programme. This was followed by the second doctoral design workshop, which was similar to the first one that sought to prepare a new doctoral initiative with a multi-disciplinary focus on public

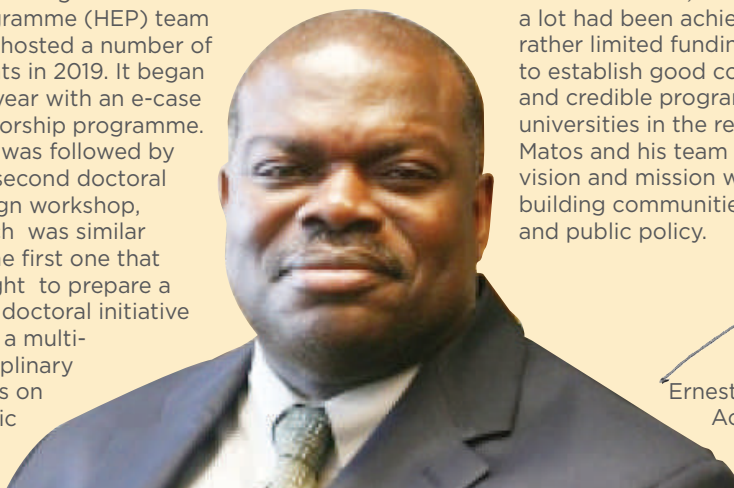
policy and social science research methods. The workshops birthed the doctoral programme in Public Policy to be offered at the University of Nairobi, Kenya, the University of Pretoria, South Africa and the University of Ibadan, Nigeria. The HEP team also held pedagogical workshops in Uganda dubbed "The Eastern Hub training",

On behalf of the Board of PASGR, I would like to express our appreciation to the entire PASGR team for their hard work and dedication to the organisation. The Board remains immensely proud of the PASGR Secretariat and its willingness to embrace change. This has been done under the able leadership of Professor Tade Aina, the Executive Secretary.

The year also witnessed some remarkable transitions on the Board of PASGR. Rohinton Medhora, Codou Diaw and Goran Hyden joined me in completing our terms on the Board. I thank them for the wonderful service they rendered to PASGR, giving of their time so generously.

As we prepared to leave, we put together a new Board to be chaired by Dr Narciso Matos, Rektor of Universidade Politecnica, Mozambique. I would like to welcome the new Board members: Lise Rakner, Professor of Comparative Politics at University of Bergen, Norway; Prof Karuti Kanyinga, Director of the Institute for Development Studies at the University of Nairobi; Ama de-Graft Aikins, British Academy Global Professor, Institute of Advanced Studies, University College London and University of Ghana, Legon; and Dr Gerald Ouma; Founding Director of Institutional Planning at the University of Pretoria, South Africa. I wish this new Board of PASGR the best in the years ahead.

After serving for a decade as the first Board Chair of PASGR, I stepped down knowing that a lot had been achieved in that period. With rather limited funding, PASGR had managed to establish good collaborative arrangements and credible programmes at a number of universities in the region. I believe Dr Narciso Matos and his team will continue to execute the vision and mission we developed together in building communities of excellence for research and public policy.



Ernest Aryeetey
Accra

Our mission, our vision



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

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 14 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;
- Enhance the institutionalisation of a research culture in Africa’s universities and research organisations.
- Strengthen graduate-level teaching and practice of social science research and public policy, including coordination of a collaborative Master of Research in Public Policy (MRPP) and Doctoral programme in Public Policy.

JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE
14-16: E-case Authorship attended by 28 resource persons. 28-30: UoN Pedal Training held for 23 University of Nairobi MRPP teaching staff.	4-6: Second Doctoral Course Design Workshop attended by 20 participants from nine universities. 18-26: Nine-day Advanced Research Design (ARD) training for 17 researchers of the Ugandan government. 25 Feb-4 March: Uganda Pedal Hub Training attended by 110 teaching staff.	28-30: Instructors convening at Lukuya Getaway, Athi River, Nairobi.	3-18: Advanced and Research Methods Institute in Nairobi, Kenya.	2-3: Utafiti Sera conference “Towards a Pan-African Transformation: Innovative approaches to evidence use and uptake in Africa”, Mövenpick Hotel, Nairobi, Kenya. 20-29: Ibadan Pedal Hub Training, was attended by 211 teaching staff. 31: Gender and Public Policy Process module conception meeting in Nairobi.	24-29: Pedal/MRPP Annual Convening in Mombasa attended by 169 participants. 31 June-7 August: Ghana Pedal Training, attended by 119 teaching staff
AUGUST-SEPTEMBER		OCTOBER	NOVEMBER		
August 26-September 4: Institutional delivery at the Pan-Atlantic University in Lagos, Nigeria. September 4: ARUA international conference on Africa and the Fourth Industrial Revolution Nairobi. September 11-19: Egerton Pedal Training attended by 132 teaching staff September 11-19: Pedagogical training for teaching staff took place at the University of Dar es Salaam in Tanzania.		28: MRPP forum at the University of Lagos.	10-15: Moi University Pedal Training attended by 102 participants 18-20: Curriculum reforms meeting at the University of Ibadan, Lagos, in Nigeria.		

2019 at a glance



Milestone gathering that garnered record following

One activity stands out for Communication Assistant Esther Simekha in 2019. It's the Utafiti Sera conference, "Towards a Pan-African Transformation", which took place May 1-2 at Mövenpick Hotel, Nairobi.

"We trended for two days," Ms Simekha says of the gathering that realised phenomenal social media followings. (See Research Programme p16) Twitter followers hit 1,708 and Facebook 20,453. The Communication & Outreach unit supports PASGR's programmes, facilitating interaction through various media tools.

PedaL's new website had 2,243 unique views. Most of the 3,342 subscribers to the websites are 25-to-34 years old with only 264 over 65, raising "the need to make our website(s) friendlier to that demographic" —Esther Simekha

The participation of several high-profile personalities—David Ndii, economist and political strategist, former Cabinet Minister Bitange Ndemo and anti-corruption czar John Githongo, who were physically present—gave the conference media visibility, which was further boosted by media personality Uduak Amimo's high social media following.

The March roll-out of *Nanga*—PASGR's in-house newsletter—was another key activity for the unit. *Nanga*—Kiswahili for 'anchor'—was born of Master of Research and Public Policy (MRPP) alumni's wish for a news medium they could subscribe to. Executive

Director Tade Aina says of *Nanga*: "We want PASGR to be the anchor for public policy research and governance."

The first three issues of *Nanga* featured an overview of PASGR, the Pan-African conference, and PDT's first-ever convening of its facilitators at Lukenya Getaway in Machakos County, plus PDT's 2019 institutes. Subscribers grew from 4,232 to 4,932 by year-end.

The unit also oversaw the featuring of PedaL trainings in various newspapers, including Kenya's *Daily Nation* and *The Standard* and in several blogs.

The unit recorded 23 videos that had keen followers in the

old with only 264 aged over 65 raising "the need to make our website(s) friendlier to that demographic," Ms Simekha says.

The year saw various technologies applied in PASGR's day-to-day work. Office365 stole the limelight in regard to communication within the organisation and with its communities.

PedaL's virtual server storage capacity was upgraded in response to its online trainings, enabling the unit to accommodate more subscribers and perform faster with no downtimes, says Elijah Kabari, Technical Administrative Assistant.

And to meet the strict deadlines of Strategic Partnership for Higher Education Innovation and Reform (SPHEIR), IT configured and set up dependent applications and successfully set running the authoring tool for 21 out of 28 needed e-cases. Similarly, IT redesigned a web-based selection tool that all the programmes—HEP, PDT and Research—need for ranking proposals submitted to them. "The intranet boasts of new features, enhanced security and user interface scalability," Mr Kabari says.

Installation of video-conferencing equipment at The African Research Universities Alliance offices in Accra, Ghana, enabled it to communicate with individuals and partners. IT procured and integrated virtual video-conferencing software with a physical video conferencing unit.

PhD rollout sets Public Policy training on vertical growth trajectory

In an eventful year that kept the Higher Education Programme (HEP) on its toes (see calendar below), PASGR's rollout of the collaborative Doctor of Philosophy (PhD) in Public Policy stood out. The programme set the HEP on a vertical growth path from the initial Master of Research and Public Policy (MRPP) programme that has enrolled over 700 academics, researchers and practitioners and graduated 172 students since 2016.

Institutionalising public policy training to the highest academic level secures PASGR's niche in advancing excellence in research and public policy.

Dr Muganda puts it succinctly: "This intervention strengthens linkages across higher education systems on scholarship and

practice of public policy to catalyse economic development and social transformation of the continent, from Cape to Cairo, so to speak." Aside from the traditional MRPP universities, the University of Pretoria (South Africa) and the American University in Cairo, Egypt, participated in designing the programme that targets students across Africa. The PhD programme is located in three hubs, namely, Ibadan, Nairobi and Pretoria representing the Western, Eastern and Southern regions.

The programme combines knowledge on public policy issues in distinct local contexts with emerging perspectives drawn from multiple social science disciplines. Objective? To provide leadership in addressing a dearth of evidence for public policy making, formulate

HEP Calendar of Events 2019

January 14-16, 2019:	E-case writeshop & Workshop Nairobi, Kenya
January 28-30, 2019:	The University of Nairobi Pedal Training Nyahururu, Kenya
February 4-6, 2019:	Second Doctoral Nairobi, Kenya
February 25- March 4, 2019:	Uganda Pedal Hub Training Entebbe, Uganda
May 20-28, 2019:	University of Ibadan Pedal Training, Ibadan, Nigeria
June 24- 27, 2019:	MRPP/Pedal Annual Convening on Pedagogy Mombasa, Kenya
July 31- August 8, 2019:	Pedal Ghana Hub Training Accra, Ghana
August 26- 27, 2019:	SPHEIR Inter-Partnership Impact Enhancement Nairobi, Kenya
September 4, 2019:	Pedal/ARUA Kampala, Uganda
September 11-19, 2019:	Egerton University Pedal Cascade Workshop Nakuru, Kenya
November 11-15, 2019:	Moi University Pedal Training Eldoret, Kenya

This intervention strengthens linkages across higher education systems on scholarship and practice of public policy to catalyse economic development and social transformation of the continent, from Cape to Cairo, so to speak."

— Dr Muganda

700
The number of academics, researchers and practitioners enrolled since 2016 by the Master of Research and Public Policy (MRPP) programme. Rollout of a PhD programme has set the HEP on a vertical growth trajectory



Strategic Partnerships for Higher Education Innovation & Reform (SPHEIR) Team Leader, Joseph Hoffman awarding Pedal participants certificates after accomplishing their training.

Working together to achieve the Africa we so richly deserve



Professor Natasja Holtzhausen

University of Pretoria (UP) Professor Natasja Holtzhausen views PASGR's leadership as a vehicle for connecting Africa's various universities in the mission of collaborating and co-producing knowledge.

Natasja is UP's coordinator of the PhD in Public Administration and Management with a focus on Public Policy and facilitator of PedaL—the Partnership for Pedagogical Leadership in Africa. She first came into contact with PASGR in 2018 when the idea of the collaborative PhD programme in Public Policy was nascent.

Later, the office of the Vice-Chancellor at UP received the meeting invitation, which the then VC, Prof Cheryl de la Rey, filtered down to the School of Public Management and Administration. The PASGR team, led by the Executive Director, Prof Akin Aina, met in June 2019 with the UP's entire management, including the VC, the DVC, the Head of Academic Planning, course directors, and the Dean, Faculty of Economic and Management Sciences, Prof Elsabé

Loots.

"I fully believe in collaboration and co-production of knowledge, where we, as a continent, can work together to achieve the Africa we so richly deserve," says Natasja. She views PASGR not just as a leader, but also as a vehicle that connects the continent's various universities, as they address Africa's wicked problems "of which governance is only one... It's not about grand gestures, but to bring about change in our circles of influence."

For Natasja, seeing the change and empowerment PedaL brings to lecturers was the most significant aspect of her relationship with PASGR in 2019. "As one of the facilitators of Technology Enhanced Learning, it's heart-warming and incredibly humbling to see how the confidence levels of those who were technophobes grew when they applied the skills that we taught them as PedaL is applied learning," she says.

Year 2019 was also about advancing discussions from the PhD programme's inception, exploring how they could move on to make more concrete plans and decide on the partners. Since not all universities that will roll out the programme were involved in crafting the PhD curriculum, PASGR's pursuit for excellence as well as its responsiveness and flexibility come through as an asset.

PASGR programmes accommodate contextual differences and a variety of public policy issues that resonate in different African contexts. For UP, the emphasis was on Social Development Goals.

A clear balance between excellence, mutual respect and flexibility has enabled PASGR to work with many universities that are regulated by different national legislations—an issue Natasja considers vital.

As PASGR engages Africa's wicked governance problems, Natasja would wish to see more involvement of governments through, for example, the Departments of Public Administration in their networks and perhaps other not-for-profits as partners.



and implement public policies and raise the African voice in global public policy debates.

The programme is also developing staff capacity for producing the next generation of public policy researchers, leaders and policy practitioners where eight MRPP academics are currently enrolled.

A unique feature of the programme is the Joint Annual Academic Seminars (JAAS) that aims at harnessing renowned expertise to collectively strengthen the research competencies of PhD students.

PASGR, under the leadership of Prof Tade Aina, rallied major donors, including the Carnegie Corporation of New York, Germany's Robert Bosch



Some of the participants making their group's presentation.

Stiftung and Ford Foundation to support the design and roll-out of this remarkable initiative. The Carnegie Corporation is supporting 15 of the doctoral students, five of them female. The rest — 20 students — are self-sponsored, testimony to the popularity of the PhD programme, which is envisaged to enhance governance and shape a wide range of public policies for Africa's posterity.

The euphoric rollout of the PhD programme did not eclipse HEP's other activities. Thus, PASGR has augmented its repository of digitally-enabled case studies on the continent's policy conundrums with an additional 16. The new e-cases provide original content for

unravelling pressing public policy challenges such as slum regeneration, gender-based violence, and migrations and refugees.

HEP's compelling success story is equally woven around pedagogical innovations leveraged through the Pedagogical Leadership in Africa (PedaL) programme.

Dr Muganda observes: "In delivering all our programmes, we build on solid ground pioneered through the MRPP's pedagogical innovations now evident in 60 universities in 10 African countries, namely, Kenya, Uganda, Tanzania, Nigeria, Ethiopia, Rwanda, Ghana, Sierra Leone, South Africa and Botswana."

PASGR worked collaboratively

with seven global partners to advance pedagogical transformation across university programmes with the support of the Strategic Partnerships for Higher Education Innovation and Reform (SPHEIR). The Institute of Development Studies, University of Sussex, UK; Africa Research Universities Alliance (ARUA); and, five African universities—Ibadan, Ghana, Dar es Salaam, Uganda Martyrs and Egerton—are instrumental in this process.

In a constellation model, PASGR led partners to train 1,072 academics (452 female) surpassing PedaL's target of training 1,000 teaching staff in three years. The outcomes of these trainings enhanced PASGR's profile as the go-to facilitator

HIGHER EDUCATION PROGRAMME



of cutting-edge internationally-recognised pedagogical training on the continent.

The first training was held in January for 23 University of Nairobi MRPP teaching staff (eight female). It was followed by the Entebbe hub training (February 25 to March 4), which brought together 110 teaching staff (54 female) from seven universities in Uganda, namely, Uganda Martyrs, Uganda Christian, Makerere, Kisubi, Kyambogo, Gulu and African Rural University.

Thereafter, several universities across the continent sent their academic staff for PedaL trainings: 419 in Nigeria, 124 in Ghana, and 238 in Kenya. Similarly, a partnership with the Association of Commonwealth Universities led to the training of 48 academics (14 female) from 26

African universities in Technology Enhanced Learning (TEL) at a workshop that was held in Nairobi from August 26 to 27.

On the growth of PedaL, Dr Muganda notes that “PedaL moved very fast, uniting large and small universities, public and private, secular and non-secular... university teaching staff across the board resolved to do something different in their teaching”.

It is noteworthy that PedaL trainings blended into the annual MRPP Week, renamed the MRPP/ PedaL Annual Convening on Pedagogy—an important date on the HEP calendar. True to form, the week was a melting pot of ideas from a community of researchers, academics, university leaders and policy actors, who have emerged through PASGR’s influence over

the years. Academics showcased their pedagogical innovations, a strong indication that PASGR through PedaL had succeeded in unlocking their creative capacities and ability to deliver exceptional learning moments in their classrooms.

Indeed, nothing attests to the growing competencies of students in PedaL-influenced university programmes more than the University of Lagos MRPP Student-led Policy Forum held on October 28. Students, led by Idris Rufai, mobilised resources and organised a high-level event, where they engaged political leaders on important governance issues that affect people’s livelihoods in Nigeria. (See p.11).

The various events in the HEP calendar resulted in many watershed moments and significant policy pronouncements

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This is my space and it's where I want to belong

"Good governance is not about what government is doing or the amount of resources it spends, but about impact," says Idris Rufai, Nigeria's Policy Forum Team Lead. "That's why the notion that Nigeria has good policies for implementation is not correct."

Idris believes a good public policy is one that's well-formulated, well-implemented, and impactful. "If you have a 'good' policy that doesn't have a positive impact on people's lives, it's not a good policy, but rather, a poisonous policy," he asserts.

October 28, 2019 saw the Master of Research and Public Policy (MRPP) graduate of the University of Lagos, Nigeria and his colleagues host the maiden edition of the quarterly Policy Forum they mooted in 2018 after Idris attended the annual MRPP Week in Nairobi, Kenya. The Forum seeks to strengthen public policy-making in Nigeria.

HEP Director Beatrice Muganda views the event that PASGR partially sponsored as attesting "to the growing competencies of students in Pedal-influenced university programmes... The ordinary student won't rise to the occasion to mobilise, organise, collaborate and call policy actors round a table to debate policy challenges. We're seeing a new cadre of students with exemplary 21st Century skills!"

The October forum, whose chief guests were Hon Kamal Bashua, Chairman, Lagos Island East Local Council Development Area and Mr Babatunde Rotinwa, Chairman, Lagos State Local Government Service Commission, saw MRPP students engage political leaders on important governance issues affecting people's livelihoods. Over 100 participants attended the forum.

Idris considers his 2018 Nairobi visit, when PASGR also launched the Pedagogical Leadership in Africa (Pedal) programme 'an eye-opener' and an inspiration



Idris Rufai

to establish, the NGO, The Policy Forum, whose agenda includes enhancing policy development at all levels of government. Prof Tade Aina, PASGR's Executive Director, sits on its Advisory Board.

Idris's eureka moment came after Dr Muganda's presentation on MRPP goals and objectives. "It dawned on me that this is where I want to be, and this is what I want to do. I realised Africa needs to sharpen its policy-making to engender development," he says, lamenting a huge vacuum in policy-making that he blames for Africa's 'delayed' development.

Convinced that the essence of the MRPP is to help strengthen public policy-making in Africa to catalyse economic development and social transformation, he resolved to take the course from the classroom to the society. Idris is a leading light in the MRPP student community and with many more graduating from this flagship graduate programme, the future is certainly bright!

Idris underscores the essence of research excellence in policy-making: integrating research findings in public policy formulation is something "our policymakers often don't appreciate." And yet, "when policy making is flawed, the expected impact on people's livelihoods is undermined."

At stake is whether public policies for the people should be formulated with the people or for the people. The MRPP continues to engage stakeholders on this critical question across the nine host countries: Nigeria, Ghana, Sierra Leone, Uganda, Tanzania, Kenya, Botswana and South Africa.

All eyes on the prize as HEP Resource persons (from left Wanjira and Natasja) together with Simon Wanda of PASGR having a one on one with a participant.

and actions: strengthening the research-teaching nexus (ARUA deputy vice-chancellors, Kampala, September 4; ARUA international conference on Africa and the Fourth Industrial Revolution Nairobi, (November 18-20); curriculum reforms (University of Ibadan); and, pedagogical training for teaching staff (University of Dar es Salaam). In Ghana (July 31-August 8), the Tertiary Education minister recognised the need to enhance the weight of teaching in staff promotions.

In a pleasant twist, the transition from a fully-funded Programme of the Britain's Department For International Development (DFID) was smooth. As HEP strives to meet unprecedented demand for its programmes, its strength lies in the growing number of partners in the seminal MRPP, the newly-launched PhD in Public Policy and Pedal, plus an effective cost-sharing model and a diversified funding portfolio.

Business plan rolls out with eye on cost-cutting

Over and above the Professional Development and Training (PDT)'s routine activities, completing its Business Plan and embarking on implementation was a major programme milestone in the year under review. Started in 2018, a key recommendation of the plan was to lower running costs.

The business plan, therefore, proposed expansion of PDT's regional scope. Programme Manager Pauline Ngimwa explains that trainings in Nairobi lock out potential participants from other regions due to cost. "They can't afford tuition, accommodation and air fares, hence the need to rotate trainings around the regions."

To cut costs, PDT made its programmes affordable and intensified cost recovery. "We chose to test the waters in West Africa, where we have a huge representation of partners," Dr Ngimwa says of the Western Hub Methods Institute that took place in

Ibadan, Nigeria from September 4 to 19.

Conducted jointly with the University of Ibadan, it was the first time the Methods Institute was delivered outside Nairobi, with 96 early and mid-career researchers, mainly from Nigeria attending. Benin, Sierra Leone, Kenya, Uganda, Tanzania, Rwanda, South Africa and Zimbabwe were also represented.

The Vice-Chancellor's and the School of Post-graduate Studies' offices not only attended but also sponsored faculty to join the training, which Dr Ngimwa describes as "one of the highs of 2019". The Ford Foundation West Africa office, through the Institute of International Education (IIE), also supported some participants from the region.

The Ibadan training that saw PASGR recover part of its costs happened back-to-back with an institutional delivery at Pan-Atlantic University (PAU) in Lagos (August 26-September 4). The Advanced Research Design course, which was conducted through partial cost recovery,

“They can't afford tuition, accommodation and air fares, hence the need to rotate trainings around the regions. To achieve cost-cutting, PDT moved to make its programmes affordable and to intensify cost recovery. “We chose to test the waters in West Africa, where we have a huge representation of partners,”

— Dr Ngimwa





PDT Calendar of Events 2019

February 18-27:	Advanced Research Design Training Nairobi, Kenya
March 28-30:	ALL Professionals Development Trainers Convening Athi River, Kenya
April 3-18:	PDT's April Institute Nairobi, Kenya
May 31:	Gender & the Public Policy Process: Understanding & Practice Nairobi, Kenya
Aug 25- Sep 4:	Pan Atlantic University ARD delivery
Sept 4-19:	Advanced Training for Multi-Method & Policy Oriented Research University of Ibadan, Nigeria

brought together 20 media scholars. (See testimony p.15)

In a year of firsts, the nine-day Advanced Research Design training for 17 researchers of the Parliament of Uganda (February 18-26), in the Eastern Africa Hub, was PDT's first-ever venture on full cost recovery basis. "We equipped them with skills to support parliamentary committees through research," Dr Ngimwa says,

stressing PASGR's role in training researchers to produce quality evidence that impacts Africa's governance challenges, concurrently making them better consumers of research evidence.

PDT's other major project was commissioning an empirical evaluation of its activities after years of anecdotal feedback.

Approached by PASGR Executive Director Tade Aina, Carnegie Corporation of New York funded the project, whose report is already in use for fundraising. The report assessed the extent to which PDT outputs and outcomes have been achieved and its impact on beneficiaries. It underscored PDT's value proposition of a quality programme that is making significant impact on early and mid-career researchers, zeroing in on effectiveness, efficiency, sustainability and impact.

The report reflects PASGR's regional and global development priorities,

hence its relevance and coherence to governance and public policy challenges; skills that need to be filled among researchers and policy actors to reflect Africa's needs; programme alignment to innovations that PASGR can tap into to make PDT relevant, at the same time integrating gender into its modules.

The evaluation also established the programme's effectiveness and value for money. It is demand-driven with a unique approach to learning and pedagogy. Rigour in selecting course participants is another strength. "The exercise helped us to know where we are," says Dr Ngimwa.

The Business Plan's proposal to use technology to lower running costs saw PDT commission the Blended Learning Project to turn modules into content that is deliverable online and face-to-face. The idea is to minimise face-to-face contact, concomitantly reducing delivery days and costs. Dr Ngimwa lauds PDT instructors for crafting the blended learning project without imported skills.

She explains the cost-cutting thrust of the business plan, which coincided with the exit of the Department for International Development (DFID) as PASGR's core funder: The PASGR leadership wanted to move away from a donor-driven approach to a market-driven one in order to ensure the programme's financial sustainability." That aspiration goes back to 2016 when PDT began rationalising its modules, fees paid to instructors and their number.

The business plan started with customer analysis and an environmental scan to enable PDT to know its customers and their profiles, including their ability to afford training. The outcome "confirmed our value proposition of a quality

Researchers and policy actors' worlds should be in sync



Derrick Ssewanyana

As he inched closer to finalising his PhD on the health risk-taking behaviour of adolescents born with HIV, Derrick Ssewanyana 'met' PASGR on Twitter. The tweet was an ad for training (April 3 to 13, 2019) on Advanced Research Design (ARD) for Policy-Oriented Research, whose Critical Policy Engagement module captured his imagination. "I felt it was a perfect learning opportunity and applied," says Derrick, whose doctorate is from the University of Utrecht in the Netherlands. The four-module course strengthens participants' capacity in the design of research that's policy-relevant, among other skills. Since he was concluding his thesis, what was the point in taking the training, you may well ask the scholar, who was

then attached to KEMRI's Wellcome Trust research station in Kilifi County. The 'unique' training "took us through strategic research that enables policy actors to put research to good use, as opposed to purely academic purposes." They learned how to engage with policy actors, ask the right questions, the dynamics of using research for policy formulation, and ways of communicating research. "It was a strategic kind of training that brought research closer to decision-making."

Derrick notes that researchers and policy actors view their worlds as being apart, and yet they should be in sync for the best results. "I felt the need to acquire skills that are relevant to bridge this gap between policy actors and researchers. It was important to understand the dynamics of policy-making, of issues surrounding policy, and of decisions governments make."

The training "helped me refine the messages and conclusion of my PhD. I also picked some skills in teaching research to relevant audiences," he adds. It had elements of networking through social media, "... snippets on how to take advantage of sites like Twitter [through which] I've met new professional networks." Derrick later worked with the African Institute for Development Policy (AFIDEP) in Nairobi as a policy fellow for six months before returning to his native Uganda.

"Many people ask, if a lot of research is generated on, say, public health, how come enforcement remains a problem?" Derrick poses. Convinced of the need for active engagement between researchers and policy actors to improve governance in our societies, he wants PASGR alumni to create networks to address Africa's wicked governance issues.

programme in four principle areas". She lists research quality that leads to researchers' career and academic progression; contributes to improved linkages between policy research and practice, resulting in ability to develop quality research proposals, which, in turn, leads to improved capacity to fundraise for research grants.

Customer profiling highlighted an affordability challenge. PASGR's target audience is largely university lecturers, many without disposable income, who are expected to contribute 100 per cent to cost recovery. Dr Ngimwa notes: "We discovered that the actual cost of developing our modules, if we were to recover our cost, would require us to charge \$3,700." Most lecturers earn way below that amount, and "without the DFID subsidy, it becomes quite expensive."

Yet the business plan message was terse: programmes must be affordable, therefore, the Strategic Plan gave a key responsibility to PDT under Executive Director Tade Aina's guidance — to develop and implement sustainable fellowships to support scholars associated with PASGR, and reduce training costs without compromising quality. This demanded rationalising instructors' fees, using instructors in situ instead of importing them, reducing training days and marketing courses for custom-made institutional training.

Against this background and jointly with Executive Director Tade Aina and Higher Education Programme Director Beatrice Muganda, PASGR secured \$800,000 from Carnegie Corporation of New York to support 15 students in the inaugural collaborative Doctor of Philosophy in Public Policy class.

Besides the listed high-profile activities, PDT carried out routine activities such as the March 28-30 Instructors' Convening at Lukenya Getaway in Athi River, the April 3-18, Methods Institute in Nairobi, and the May 31 Gender and the Public Policy Process module conception meeting, also in Nairobi. (See PDT Calendar of Events, p. 13).



PDT facilitators exchanging ideas during the first ever PDT All Facilitators convening.



Training simplified my work in no mean way

I'm very excited to be part of the PASGR training on designing social inquiry as it has opened up my mind to a variety of topics and sub-topics that I'd previously used, but rarely considered as the PASGR facilitators have shown it. I'm particularly fascinated by the concept formation and the dimension of concepts as well as the

indicators. That, for me, simplified my work in no mean way, and I'm sure with the benefits of this training, my research is going to be better than what it has previously been in the last 11-12 years. Thank you PASGR for this training, and I would definitely recommend it to anyone who is interested in deepening their research skills in engaging in policy advocacy of any kind and anybody, even if you're a freelance researcher who just wants to take research seriously and make meaningful and impactful research in one's society.

*Dr Anulika Agina,
Senior Lecturer and Researcher, School
of Media and Communication, Pan-
Atlantic University in xxxxxxxx*

Stretching the boundaries of evidence-to-policy work

For Research Programme (RP) Manager Martin Atela, nothing on his hectic 2019 calendar beats PASGR's Africa-wide May 2-3 convening themed 'Towards Pan-African Transformation: Innovative Approaches to Evidence Uptake & Use in Africa' that took place at Mövenpick Hotel, Nairobi.

The meeting brought together 120 delegates (45 women), not just from

the continent but beyond. Host Kenya, naturally, sent most delegates. The others came from Botswana, Egypt, Ethiopia, Germany, Ghana, Malawi and Palestine. Also represented was Rwanda, Senegal, South Africa, Tanzania, Uganda, the United Kingdom (UK), the United States of America (USA), Zambia and Zimbabwe.

In a year that saw the programme



enhance its funding portfolio in spite of numerous capacity challenges, convening the continent-wide conference “took a lot of blood, pain and sweat”, Dr Atela says. The landmark conference drew participants from the evidence-to-policy arena in Africa. And, to underline its success, he adds, the fully-subscribed conference trended on Twitter beyond its duration (See also Communications & Outreach, p.5).

So what was the meeting all about? Dr Atela describes it as “a culmination of the various activities that we do in trying to move evidence to policy. It provided an important opportunity for our partners together with Utafiti Sera and research colleagues to congregate and share experiences, learn lessons and build ‘an Africa-led Agenda on Evidence to Policy Work.’”

The first such gathering on the continent, it was developed and built purely by African organisations engaged in evidence-to-policy work, Dr Atela says. He singles out the African Population and Health Research Centre (APHRC), the African Institute for Development Policy (AFIDEP), Strathmore University, Pamoja Trust (PT) and the Centre for African Bio-Entrepreneurship (CABE). He says: “We were trying to stretch the boundaries and start developing an agenda for sustained evidence and policy work in the continent that is African-driven and led.”

Although some participants were self-sponsored, PASGR fundraised for the conference that it designed and built from scratch, with support from the named partners. “For the first time, we were breaking silos,” Dr Atela says. “PASGR created partnerships— [its hallmark]—and showed that this work can make an impact if we pull together. So, instead of just premiering on our Utafiti Sera work, we opened up spaces for others to showcase their work. It was exciting to see the depth and breadth of evidence-to-policy work being done in Africa.”

Staking its status as the go-to place in the evidence-to-policy arena comes with perks, hence the tendency for stakeholders to work in silos. “You’re building a name and, therefore, long-term sustainability. As PASGR, however, most of our activities take a partnership approach, and I think it’s the most important way of achieving impact,”

Project broadened my knowledge of stakeholder engagement



Ms Sally Miruri

Ms Sally Miruri, Pamoja Trust’s Legal Rights Officer, notes that when they embarked on the Utafiti Sera project, their focus was on infrastructure development. They were concerned about roads built without proper engagement and consideration of social life of infrastructure.

“Oftentimes, we think of engineers involved in implementation, but not the consumers of the project,” she says.

The Utafiti Sera project awakened Pamoja Trust to the fact that there were social dimensions of the project that had not been considered—like relocation of people. Today, Sally says, “Utafiti Sera has impacted my professional life by broadening my knowledge on human rights, some of which are not outlined in law, yet should be.” She considers stakeholder engagement a major output of Pamoja Trust’s partnership with PASGR.

“When roads are being built, the people who have settled on the road reserves, are often evicted without any consideration whatsoever. The Constitution of Kenya, assures rights to users of

land in good faith. Even without absolute rights to the land, these people have user rights that are seldom considered, and they should be compensated, facilitated or relocated to another area,” she says.

Pamoja Trust sits on the committee drafting the National Slum Upgrading and Prevention Bill. “We picked some of the Utafiti Sera discussions to fit into the Bill,” says Sally with specific reference to a section on relocation.

The Bill is about how government plans to upgrade informal settlements and prevent their mushrooming. When upgrading slums, many people will have to be moved to allow for new units and infrastructure to be built. “We’ve used Utafiti Sera house lessons to influence our other works at the organisation,” Sally says.

Pamoja Trust focuses on protecting and promoting human rights through advocacy, precedent-setting and developing practical models. It links people to government services or by giving them a platform with the duty-bearers. PASGR facilitated Pamoja Trust—the Utafiti Sera House in Kenya—to execute the Utafiti project and also participated in conversations on urban governance as a stakeholder.

“Engaging with Utafiti Sera has influenced how we do things. We’ve integrated the use of stakeholder engagement in our processes i.e., we map key stakeholders before implementing any process. We’ve further employed the use of evidence-based research such that even before we identify issues, research has been done to determine what’s on the ground. We’re not just relying on the Trust’s or on PASGR’s knowledge, but we’re bringing in stakeholders to contribute to the knowledge of the House.”

RESEARCH PROGRAMME

“Using Utafiti Sera, however, we managed to navigate this cause and find a way of bringing together stakeholders such as the media, researchers, the government and civil society who hitherto didn’t see eye-to-eye” — Dr Atela

Dr Atela says, alluding to cut-throat competition in the evidence-to-policy work.

Research Programme activities address governance challenges in the continent. “Our research and the accompanying evidence uptake programme (Utafiti Sera) seeks to address the challenges facing the continent”, making this year’s annual report theme quite relevant, he adds.

The programme worked mainly with continuing partners, namely, DFID, the William and Flora Hewlett Foundation, and Ford Foundation. It obtained new funding from the Robert Bosch Foundation of Stuttgart, Germany and the Open Society Foundation. Although DFID stepped down as PASGR’s core funder in September, it actually ceased funding the RP in 2017. It, however, continued funding Action for Empowerment and Accountability (A4EA) work.

Another 2019 milestone was completion in March of the #BringBackOurGirls study under

A4EA with publication of an Institute of Development Studies (IDS Sussex) working paper. “We also did a number of policy engagements under Utafiti Sera, making for fruitful completion of the A4EA project,” Dr Atela says, underlining the “very sensitive” nature of the research.

The research related to the abduction in 2014 of 276 Chibok Secondary School girls in Borno State, Nigeria, by Boko Haram militants. More than 100 girls were still missing by year-end.

Using Utafiti Sera, however, “we managed to navigate this cause and find a way of bringing together stakeholders such as the media, researchers, the government and civil society who hitherto didn’t see eye-to-eye,” Dr Atela says. As a result of the A4EA project, Nigeria was “able to look at the problem as a national challenge

[as] intimate discussions [started] on how the people can hold



government and those in authority to account without necessarily becoming confrontational.”

A4EA provided a unique opportunity that opened up spaces for victims, the girls’ parents and the community where the abduction occurred to come together with the government and other people to speak out their minds and exchange ideas on how to co-build an open and accountable society even in fragility and conflict.

Significantly, “we engaged the leadership on the project that’s majorly women-led. We opened up space for them to speak up, since for a long time, people had labelled the BBOG movement as ‘western’ [and] ‘foreign-driven’. The movement offered a platform for the leadership to explain themselves and for the State to be held to account. The huge achievement that was E4EA ensured the project’s renewal,” Dr Atela says.

In spite of the major successes realised in 2019, publications remain a challenge, largely because they are not a purely in-house affair. “We depend on partners for this, which results in delays, not to mention poor quality that requires quality upgrade. In spite of some improvements, this is an area that needs addressing,” Research Programme head says.



One of the participants at the Pan- African Convening on Innovative Approaches to Research Evidence Uptake and Use in Africa giving his remarks.



Research Calendar 2019

Jan 21-23:	Steering Committee Meeting A4EA University of Sussex, UK
Feb 7:	Utafiti Sera (US) National Forum on Youth Employment Nairobi, Kenya
Feb 14:	Rwanda/Third Forum on Urban Governance and City Transformation, Kigali, Rwanda
February 6:	Utafiti Sera Meeting with Civil Society Organisations and Council of Governors
February 27:	Civil Society Pre-Devolution Conference Dialogue, Towards Deepening Accountability in Devolution, Nairobi
Febr 18-Mar 1:	Utafiti Sera Joint Inter-Houses Forum, Building Evidence Informed Work in Africa Mombasa, Kenya
Feb 28- Mar 1 & Ap2-6:	A4EA: Demanding Power Inception Workshop, IDS, Sussex
May 2-3:	Towards a Pan-African Transformation: Innovative Approaches to Evidence Uptake & Use in Africa, Nairobi
May 8-10:	Water Accountability Design Meeting Addis Ababa, Ethiopia
Jul 1-6:	Stakeholder Meeting & Detailed Design Workshop; Account for water project Arusha, Tanzania
Jul 10:	Utafiti Sera Stakeholder Engagement/inception Workshop for the Demanding Power Workstream of the A4EA Project, Lagos, Nigeria
Jul 23, 2019	(Demanding Power Work Stream Methods & Inception Workshop, Mozambique. The Politics of Energy in Africa: Perspectives from Mozambique,
Aug 22-30:	Accountability for Water Partners Meeting Stockholm, Sweden
Sep 2- 12:	A4EA Partners Meetings London, UK/Demanding Power Workstream and partners meeting in September 2019 both in IDS Sussex.
Oct 4-5:	Utafiti Sera House on Urban Governance and City Transformation, Mombasa
Oct 17- 20:	US House on Youth Employment & Agro-Processing Kisumu, Kenya
Oct 30:	Gendered Contentions Work Stream Methods & Inception Workshop, Lagos
December 10-12:	Utafiti Sera Design Meeting with IPAR, Kigali, Rwanda

Changes in Board of Directors



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

PASGR is governed by a Board of directors currently chaired by Dr Narciso Matos, following the exit in April of Prof Ernest Aryeetey, the Founder Chair. Exiting soon after Prof Aryeetey were Dr Eunice Muthengi, Prof Goran Hyden, Dr Codou Diaw, and Dr Rohinton Medhora. A fifth Board Member, H. E. Prof Judith Bahemuka's departure was deferred to April 2020.

Incoming were Dr Gerald Ouma, Prof Ama de-Graft Aikins, Prof Lise Rakner, and Prof Karuti Kanyinga (See also p.22, Transition time as PASGR's inaugural board calls it a day).

The Board Members (below) 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 the programmes and organisational design, and reviewing work programmes and budget.

PASGR also has a research committee, which is an integral part of its governance and management. Prof Karuti Kanyinga of the University of Nairobi sits on both the Board and in the Research Committee, which he chairs.



Dr Narciso Matos, Vice Chancellor/Rector, Universidade Politecnica, Mozambique



Prof Ama De-Graft Aikins, British Academy Global Professor, Institute of Advanced Studies, University College London



Ms Helen Ombima, Director, Legal Services and Company Secretary, United States International University - Africa



Prof Karuti Kanyinga, Development scholar and Associate Director, Institute of Development Studies, University of Nairobi (Chair, Research Committee)



Prof Lise Rakner, Professor of Comparative Politics, University of Bergen, Norway



Dr Eunice Muthengi (Outgoing), Deputy Head, East Africa Research Hub, Research and Evidence Division, Department for International Development (DFID)



Prof Goran Hyden (Outgoing), Professor Emeritus, University of Florida



H.E. Prof Judith Mbula Bahemuka, Founder, International Learning Centre, Kenya



Dr Codou Diaw (Outgoing), Former Executive Director, Forum for African Women Educationalists, Kenya



Rohinton Medhora (Outgoing), President, Centre for International Governance Innovation (CIGI)



Prof Tade Akin Aina, Secretary and Executive Director, ex-officio member



Dr Gerald Ouma, Founding Director of Institutional Planning, University of Pretoria, South Africa

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 14 partner universities in eight countries and PASGR-appointed external resource persons.

The committee comprises senior representatives designated by the Vice-Chancellors of each of the participating universities and PASGR's Director of Higher Education. The Steering Committee 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.

One Steering Committee Meeting was held in Mombasa in June. Besides 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 MRPP Steering Committee met in Mombasa on June 29, and formally approved the entry of the University of Pretoria into the network.

The HEP also hosts Doctoral Steering Committee, which participated in the design of the programme and subsequently spearheaded its accreditation in three host universities.

Members

Dr Antoinette Tsiboe

Darko, University of Ghana, Ghana

Dr Kukunda Elizabeth Bacwayo:
Uganda Christian University, Uganda

Dr Haruna Bonaventure

University of Jos, Nigeria

Dr Respius Damian Shumbusho

University of Dar es Salaam, Tanzania

Prof Maximiano Ngabirano

Uganda Martyrs University, Uganda

Dr Emmanuel Onah

University of Lagos, Nigeria

Prof Mark Okere

Egerton University, Kenya

Dr Gladys Mokhawa

University of Botswana, Botswana

Mr Samuel Weekes

University of Sierra Leone, Sierra Leone

Prof Erick Nyambetha

Maseno University, Kenya

Prof Fred Jonyo

University of Nairobi, Kenya

Dr Denis Kamugisha

Mzumbe University, Tanzania

Prof Peter Olapegba

University of Ibadan, Nigeria

Prof Natasja Holtzhausen

University of Pretoria, South Africa

PASGR Secretariat

Tade Akin Aina: Executive Director

Jane Muema: Executive Assistant

Elijah Kabari: Technical Administrative Assistant

Martin Atela: Programme Manager, Research

Marjory Githure: Programme Assistant, Research

Beatrice Muganda: Director, Higher Education Programme

Simon Wanda: Programme Officer, Higher Education Programme

Mercy Limiri: Programme Assistant, Higher Education Programme

Constance Mwachunga: Head, Administration and Finance

Charles Nyaga: Senior Finance Officer

Colleta Njeri: Finance Assistant

Pauline Ngimwa: Manager & Head, Professional Development Training

Nyambura Irungu: Programme Assistant, Professional Development Training

Esther Simekha: Communication Assistant

Research Committee



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



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



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



Dr Martin Atela
Programme Manager, Research and Policy at PASGR, Secretary and ex-officio member).

Transition time as PASGR's inaugural board calls it a day

Call it leadership, transparency, accountability or performance; it all boils down to what Prof Tade Akin Aina, PASGR's Executive Director, defines as the nature of the social contract. It's that continuum that sees citizens make demands on the State to be accountable and transparent.

In PASGR, accountability and transparency are the values Prof Aina—or simply Tade as staff and colleagues call him—has worked together with staff to develop. It is what gives him confidence to know when to move on from the organisation he has led and nurtured for six years. The twin values are also the key to its main programmes, which are all focused on producing Africa's next generation of public policy researchers and leaders.

The year 2019 stands out for Tade in more than one way. Topmost was the exit in April of founder Chair of PASGR's Board of Directors, Prof Ernest Aryeetey, and later on four other board members: Dr Eunice Muthengi, Prof Goran Hyden, Dr Codou Diaw, and Dr Rohinton Medhora. A fifth Board Member, Professor Judith Bahemuka had her exit deferred till April 2020.

As Secretary and ex-officio board member, Tade sees the exits as high and low moments for PASGR, whose vision and mission they were architects and custodians of from Day One. They've witnessed programme heads equip Africa's future leaders with various tools for governance research, innovative research uptake, academic leadership and transformative pedagogy.



Prof Tade Akin Aina.

Assumption of the Chair by Narciso Matos, a pioneer, was a silver lining in the cloud of exits, as it ensured continuity between the old and new, the young and the pioneers, says Tade. The new Include Dr Gerald Ouma, “a brilliant and dedicated young pan-Africanist scholar and administrator” from the University of Pretoria, South Africa. With Prof Ama de-Graft Aikins, an accomplished social scientist and creative academic, Professor Lise Rakner, an outstanding Nordic political scientist with a strong African research track record, and Prof Karuti Kanyinga, a world-renowned Development Studies scholar from the University of Nairobi, they represent the generational shift to an incredibly gifted pool of new governors, who share the pioneers’ vision, mission and commitment.

The generational shift started with Ms Helen Ombima and Prof Kanyinga’s entry, signifying that PASGR is addressing “... inter-generational dialogue, memory, recognition, its claims to a pan-African ideal and excellence in the social sciences and humanities for the advancement of public policy,” says Tade. “It’s about continuous unceasing relevance, about commitment along with nimbleness and principled flexibility, and recognising why we’re different on

the continent in the way we work and are organised.”

Tade is convinced that PASGR faithfully served its constituency in 2019 and before. He saw the Executive Director’s role as engaging Africa’s governance problems principally and being there with colleagues and stakeholders from project design to execution. The ED is both a provider of quality enhancement and assurance and constantly engaged across the life cycle of any initiative. There was also the need to be passionate about advancing gender equity, equality, and inclusivity of marginalised groups and individuals.”

Year 2019 saw the coming of age of PASGR after 10 years of DFID core support. It is both a high and a low moment for PASR: “We’re still struggling for core support of that level of significance.” DFID’s exit “made us more autonomous, but in terms of the context and ecosystem of funding African research institutions, it also exposed us to increased vulnerability. Recognising this point determines how we work in that space,” says Tade. But there are also opportunities... of having more core funders and becoming a multi-donor institution.

This has the potential of turning us into contract-driven institution, something that we must find means of ensuring a balance with our mission-driven origin. We should never forget to advance research excellence, build the capacities of African researchers for research uptake and leadership, and also promote transformational pedagogy among African researchers and our university partners.”

It’s about engaging Africa’s governance problems because those problems are inter-generational and multi-generational. “No one generation owns the problem; every generation must seize its destiny on how it attacks the problem from the point of view of scientific and political engagement, integrity and dignity,” he says.

“In all this is the stability of PASGR, which is built on motivation, sharing of its vision and mission — a

“We’re still struggling for core support of that level of significance.” DFID’s exit “made us more autonomous, but in terms of the context and ecosystem of funding African research institutions, it also exposed us to increased vulnerability” — Prof Tade Aina

leadership that allows colleagues to lead in their own spaces while recognising that they're part of a larger whole. That's an important aspect of PASGR's DNA and that essential element is also intricately tied up with how we build, nurture and promote collaboration and partnerships."

Sustainability and resilience have also come to play, "as we continue to raise funds and become assertive and respected bidders. We reach out for partnerships in and out of Africa, while maintaining our integrity as an African network that works with and for African researchers and universities."

It's about nimbleness and awareness of the politics of fundraising and funding and on a sustainable trait in partnerships, which has been central both in terms of PASGR's constituencies and in delivery. "Without partnerships and an endless striving for excellence, we would not be where we are. We don't see excellence as an absolute endpoint, but as a perennial work-in-progress. We strive for that excellence with a great amount of integrity," Tade asserts.

Needless to say, the 'P' in PASGR is part of its DNA, and how the pan-African institution identifies and defines its issues, which is through consultation, collaboration and reaching out. "We listen to our partners in a universe of partnerships and collaborations, which is our colleagues, researchers, policy actors, students in our programmes, trainees and funders, who enable us to deliver. We also try to be part of the global and African communities of practice and dialogues, and that defines our relevance: active, practical, collaborative efforts at co-creation, co-engagement, co-development and co-delivery."

"We understood the market and the need for institutional competitiveness, but we also knew sustainability and legitimacy would not come if everything came at a fee. We were able intellectually, ideologically, emotionally and politically to motivate and inspire colleagues within the secretariat, our partner institutions and other stakeholders who gave more [than they received] in their pursuit of the pan-African vision and mission of excellence in the social sciences and humanities for public policy."



Admin&Finance

Record grants as DFID's core funding of PASGR ends

In a year that saw the UK Department for International Development (DFID) exit as PASGR's core funder, the organisation signed the highest number of grants since it was born.

The biggest was a 30-month \$1.5 million grant from the William & Flora Hewlett Foundation for a research and outreach on water sector accountability project in Kenya, Tanzania and Ethiopia. "We also signed the doctoral grant to support 15 students pursuing the Doctor of Philosophy (PhD) in Public Policy programme," says Head, Finance and Administration, Constance Mwahunga, who took charge of the key support department in March. Five students from each of the universities of Nairobi (Kenya), Pretoria (South Africa) and Ibadan (Nigeria) are beneficiaries of the \$800,000 grant that started in July and is funded by Carnegie Corporation of New York.

A similar grant of \$800,000 came from the William & Flora Hewlett Foundation for the Research Programme's Utafiti Sera work. The Institute of Development Studies (IDS) of the University of Sussex, through DFID, also gave PASGR over GBP 400,000 towards the Action for Empowerment and Accountability project for research in Nigeria, Mozambique and Pakistan. PASGR also signed for \$150,000 from the Open Society Foundation for a major conference on inclusive and just social protection in Africa.

This, according to the Finance and Administration Head, "was a testimony to the leadership and dedication of our Executive director, Prof Tade Aina and the incredible programme team and staff at PASGR. Their commitment to excellence and outstanding devotion to programme implementation and fundraising deepened the credibility and public exposure of PASGR."

"We've never signed so many grants in a year," says Ms Mwahunga. She notes that from PASGR's inception in 2009, DFID was PASGR's core funder "and its exit could have proved a low moment for us".

"In fact, 2019 was a year of growth; a year of new beginning when we realised that we have grown the institutional reputation and capacity to attract many more donors," the Finance Director says.

Actually because of DFID's seed capital, "we were able to win all those grants" Ms Mwahunga says. The 10-year stability DFID provided was an opportunity for PASGR to grow, attract new donors and build trust among them.

DFID funding, she says, was never meant for projects and its exit has enabled PASGR to do "what we know best—showcase the projects we've carried out over the years and whose implementation has earned us donors' trust.

PASGR is optimistic donors will keep renewing projects. Ms Mwahunga cites the example of IDS and the Carnegie Corporation, which have walked with them since 2016 and 2015, respectively, "because of our good work".

Even longer is PASGR's relationship with Hewlett Foundation, which began in 2012 with a \$200,000 grant, grew to \$400,000 in 2017 and has now reached \$800,000, excluding the water accountability grant of \$1.5 million. The same goes for Open Society, whose modest grant of \$150,000 is way above its initial \$50,000 grant.

Programme heads' strict adherence to budget lines, implementation and delivery timelines has ensured cordial relations between them and the Finance Department. Ms Mwahunga says there has been no variance between narrative and financial reports. A donor could walk into PASGR without notice and find the report they want, with their money used for the intended purpose.

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2019

	Notes	2019 USD	2018 USD
ASSETS			
Non-Current Assets			
Property and equipment	5 (a)	54,409	64,226
Intangible assets	5 (b)	-	-
		54,409	64,226
Current Assets			
Grants Receivables	6	-	55,533
Other accounts receivables	7	139,305	80,017
Cash and bank balances	8	1,843,634	1,414,816
		1,982,939	1,550,366
TOTAL ASSETS		2,037,348	1,614,592
FUNDS AND LIABILITIES			
Fund Balance			
Capital fund	9	54,409	64,226
Reserve fund	10	645,652	151,691
		700,061	215,917
Current Liabilities			
Unexpended grants payable	11	1,067,452	1,223,595
Accounts payables	12	269,835	175,080
		1,337,287	1,398,675
TOTAL FUNDS AND LIABILITIES		2,037,348	1,614,592

	Notes	Capital fund USD	Reserve fund USD	TOTAL USD
At 1 January 2018	9	39,446	67,027	106,473
Capital grants received	9	47,667	-	47,667
Capital grants utilized (Depreciation & Amortization)	9	(22,887)	-	(22,887)
Surplus for the year		-	84,664	84,664
AT 31 DECEMBER 2018		64,226	151,691	215,917
At 1 January 2019	9	64,226	151,691	215,917
Capital grants received	9	6,781	-	6,781
Capital grants utilized (Depreciation & Amortization)	9	(16,598)	-	(16,598)
Surplus for the year		-	493,961	493,961
At 31 DECEMBER 2019		54,409	645,652	700,061

	Notes	2019 USD	2018 USD
INCOME			
Grant Income	4	3,836,018	2,954,711
Other Income	4	493,961	107,551
Total Income		4,329,979	3,062,262
EXPENDITURE			
Research Programme		551,278	501,666
P DT Programme		663,967	551,056
Higher Education Programme		2,249,552	1,498,603
Core Administration		371,221	426,273
Total Expenses		3,836,018	2,977,598
SURPLUS FOR THE YEAR		493,961	84,664



Partnership for African Social and Governance Research

6th Floor I&M Bank House, 2nd Ngong Avenue, Upper Hill
P.O. Box 76418-00508 Nairobi, Kenya Email: info@pasgr.org
Tel: +254 (0)20 2985000; +254 (0)729 111031 or
+254 (0)731 000065 www.pasgr.org

