



**African Population and  
Health Research Center**

# 2022

## Annual Performance Review Report

**Prepared by**  
Measurement, Evaluation  
and Learning (MEL) Unit



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### **Acknowledgement**

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## Acronyms and Abbreviations

<b>ADDRF</b>	African Doctoral Dissertation Research Fellowship
<b>AMCOW</b>	African Ministers' Council on Water
<b>APHRC</b>	African Population and Health Research Center
<b>ASPG</b>	African Sanitation Policy Guidelines
<b>CARTA</b>	Consortium for Advanced Research Training in Africa
<b>CPSE</b>	Challenging the Politics of Social Exclusion
<b>DSE</b>	Data Science and Evaluation
<b>eDMS</b>	Electronic Document Management System
<b>EIP</b>	Evidence and Information for Policy
<b>ERP</b>	Enterprise Resource Planning
<b>HAW</b>	Health and Wellbeing
<b>HD</b>	Human Development
<b>HR</b>	Human Resource
<b>IAI</b>	Immunization Advocacy Initiative
<b>IMCHA</b>	Innovating for Maternal and Child Health in Africa
<b>IT</b>	Information Technology
<b>JAS</b>	Joint Advanced Seminar
<b>JPIAMR</b>	Joint Programming Initiative on Antimicrobial Resistance
<b>MoH</b>	Ministry of Health
<b>NACOSTI</b>	National Commission for Science Technology and Innovation
<b>NUHDSS</b>	Nairobi Urban Health Demographic Surveillance System
<b>PDUA</b>	Population Dynamics and Urbanization in Africa
<b>PEC</b>	Policy Engagement and Communication
<b>REDCap</b>	Research Electronic Data Capture
<b>RELI</b>	Regional Education Learning Initiative
<b>RRCS</b>	Research and Related Capacity Strengthening
<b>SMT</b>	Senior Management Team
<b>SSA</b>	Sub-Saharan Africa
<b>USD</b>	United States Dollars
<b>WARO</b>	West African Regional Office

# Executive Summary

The 2022 Performance Review Report of the Center highlights the achievements and challenges of the Center in implementing its 2022-2026 strategic plan. APHRC's vision is to transform lives in Africa by generating evidence-based research that informs policy and practice in health, population, and development. The report presents the performance of the four strategic objectives of the Strategic Plan.

During this reporting period, the Center had a total of 157 projects, where 98 (62%) were active projects and 59 (38%) were closed projects. Performance of the 3Ms included multi-year where 85% (133) of the projects were multiyear while 15% (24) were short-term projects. The majority of the projects, 85%, in 2022 were less than USD 1 million. Projects' activities were implemented in 35 African countries, a slight increase from 2021 when project implementation was in 34 countries.

In 2022, the Center submitted 128 proposals. This was lower than in 2021 and 2020 where 152 and 159 proposals were submitted respectively. The Center recorded one of the highest number success rates at 61% and the highest dollar success rates in the last 4 years at 62%.

## Summary of 2022 Performance per Strategic Plan

### Strategic Objective 1: Generate scientific knowledge aligned to local and international development agendas that affect health and development in Africa

There were 131 publications published. Published papers were the most published research outputs followed by technical reports and policy briefs. There were 32 publications related to the theme's signature issues, 25 publications that addressed Diversity, Equity, and Inclusion (DEI) and 18 Publications were based on or have used the systems thinking approach. There were 49 blogs published.

### Strategic Objective 2: Develop capacities to strengthen the research ecosystem in Africa and contribute to the development and implementation of a blueprint for Africa's self-sufficiency in R&D

In 2022, there were 22 partner institutions working with CARTA. These were 13 African institutions and 9 non-African partners. Joint Programming Initiative on Antimicrobial Resistance (JPIAMR) project also implemented activities across 18 partner institutions in 13 African countries.

There were 4 fellowship programs implemented under RRCS. The CARTA program had a total of 117 fellows under doctoral, postdoctoral, and re-entry fellowships, with 14 fellows graduating in 2022. The ADDRf program had a total of 220 fellows enrolled in the program since its commencement, with 178 fellows having graduated from the program. The emerging voices for global health (EV4GH) program offered 44 new fellowships with 38 fellows completing the face-to-face and distance learning. The training unit through the ECDTP-CDAE program also offered 15 new masters fellowships. CARTA fellows published 176 publications a decrease compared to 2021 and 2020. ADDRf fellows published 3 publications in 2022 the lowest number since 2017. Career progression and development of innovations by fellows are elements the Center strives to achieve in nurturing the next generation of African leaders. During this year 14 fellows advanced in their careers.

During the reporting period, a virtual academy (Moodle platform) was set up. There were 3 courses

offered on the virtual academy in 2022, that is Reframing course, Introduction to Moodle, and Online instructional design courses. The most completed course was the reframing course for both APHRC and CARTA participants with 87% of participants completing the course.

The training program facilitated nine (9) training courses either as bespoke or public offerings. Two-thirds (6) of the courses offered were bespoke while a third (3) were publicly offered. There were 13 brown bags organized during the year. Three institutions were identified for capacity building on skills required to develop Africa's research and development (R&D) infrastructure.

### **Strategic Objective 3: Use research evidence and engage policy actors and practitioners for transformative change**

APHRC, in 2022, undertook policy engagement activities, with the Center participating in approximately 184 different engagements in 2022. The teams reported on the use of the signature issue approach (SIA) during the policy engagement activities. APHRC was part of various national, regional, and global bodies in an effort to create alliances and partnerships. The themes engaged with policymakers and other stakeholders to ensure that evidence-informed policies are adopted and implemented. The Center also contributed to various policy wins in Africa through evidence-based research and advocacy.

### **Strategic Objective 4: Strengthen operational efficiencies in systems and processes for maximum programmatic impact**

APHRC also had targeted to transition to paperless systems in 2022. A 'Going Paperless' committee was established during the reporting period to assess the potential processes that could go paperless and advise on the modalities. This committee managed to see several processes go paperless. There were 149 regular staff at the end of the reporting period 2022 compared to 175 at the end of 2021. The net turnover rate was 5.9% compared to 4.2% in 2021. In 2022, the internal audit unit conducted 9 audits and the reports shared compared to 8 audits conducted in 2021. In 2022, 23 institutions were engaged for GFGP certification as a standard in grant management.

APHRC received a \$15 million unrestricted grant from MacKenzie Scott and Dan Jewet, which enabled the Center to set up an investment fund for financial sustainability. As part of increasing private sector funding as part of funding diversification, the Center was awarded USD 161,000 from Novo Nordisk, a Danish multinational pharmaceutical company. New relationships were also harnessed to support investment in strategic initiatives and long-term commitment to systemic change.

### **Key initiatives in the new strategic Plan**

- The strategic shift organizing work into broader themes to promote synergy and concentrate expertise within fewer units was done.
- The recruitment of a company secretary to ensure board efficiency.
- The individual units and themes embedded the systems thinking approach in their work plans through different strategies. However, the operationalization at the Center-wide level is yet to commence through such initiatives as recruiting systems thinking experts or organizing capacity-strengthening activities on systems thinking.
- The Audit Committee was established as a stand-alone committee of the board.
- The Center developed a framework to guide strategic issues and innovation during the first year of the strategic plan implementation. 3 of the 4 ideas were awarded seed funding of

USD 50,000 to pilot the ideas in readiness for external support and 5 of the 8 pipeline ideas were awarded USD 20,000 to continue to develop their ideas.

## **Achievements of the strategic objectives:**

### **1. Enhancing research excellence:**

- Conducted high-quality research on various health and development issues in Africa.
- Published numerous research articles in reputable journals.
- Established new partnerships and collaborations with local and international organizations.
- Organized and participated in various knowledge exchange events, including conferences, workshops, and webinars.
- Shared research findings and best practices with stakeholders in Africa and beyond.
- Contributed to the development of knowledge products, including policy briefs, reports, and guidelines.

### **2. Promoting evidence-based policy and practice:**

- Contributed to various policy wins in Africa through evidence-based research and advocacy.
- Engaged with policymakers and other stakeholders to ensure that evidence-informed policies are adopted and implemented.
- Provided technical support and expertise on key policy issues to governments and organizations.

### **3. Strengthening capacity and partnerships:**

- Conducted capacity-building programs for staff and partners on various topics, including research methods, data analysis, and project management.
- Collaborated with local organizations and stakeholders to build their capacity in research and program implementation.
- Strengthened partnerships with local and international organizations to increase program impact and sustainability.

### **4. Enhancing institutional effectiveness and sustainability:**

- Strengthened financial sustainability by receiving a USD 15 million unrestricted grant and establishing an investment fund.
- Operationalized paperless systems to enhance operational efficiency.
- Addressed human resource challenges by managing staff turnover and recruitment of temporary staff.

The report also identifies challenges encountered during the process of using evidence to inform policy, such as limited evidence and engaging policymakers. The report highlights key lessons learned, including co-creation, involving all stakeholders, and capacity building. APHRC achieved these accomplishments through collaboration with various partners across Africa.

## **Key lessons learned:**

- Collaboration with stakeholders is essential for the successful implementation of projects and programs.
- Continuous capacity building of staff and partners is crucial for sustained impact and growth.
- Flexibility and adaptability are necessary for responding to unexpected events and challenges.
- Communication and documentation are vital for effective monitoring and evaluation.
- Innovation and creativity are important for finding new solutions to complex problems.

## Recommendations:

- Develop a clear plan for scaling up successful programs and projects.
- Strengthen partnerships with local organizations and stakeholders to increase impact and sustainability.
- Continue to invest in staff capacity building and professional development to enhance skills and knowledge.
- Enhance monitoring and evaluation systems to improve program effectiveness and impact.
- Foster a culture of innovation and creativity to identify and address emerging challenges.

Overall, APHRC has made significant progress in achieving its 2022-2026 strategic objectives in 2022. The center's research and evidence-based policy contributions have the potential to positively impact the lives of people in Africa, particularly vulnerable and marginalized populations, and contribute to achieving the Sustainable Development Goals. The report concludes with recommendations for improving the Center's effectiveness and sustainability in the future.





# African Population and Health Research Center



# Table of Contents

Authors	ii
Acknowledgement	ii
Acronyms and abbreviations	iii
Executive summary	iv
Table of contents	ix
List of figures	xi
List of tables	xii
List of images	xii
<b>CHAPTER 1</b>	<b>1</b>
Introduction	2
1.1. Background information on APHRC	2
1.2. Brief Overview of Strategic Plan 2022-2026	2
1.3. Brief Overview of APHRC Divisions and Themes	2
1.4. Annual Performance Review Process	3
<b>CHAPTER 2</b>	<b>4</b>
Annual Performance Review	5
2.1. Projects profile and Business Development	5
2.1.1. Project Status	5
2.1.2. Performance of the 3Ms - multiyear, multi-million and multi-country projects	7
2.1.3. Business Development	13
2.2. Strategic Objective 1: Generate scientific knowledge aligned to local and international development agendas that affect health and development in Africa	17
2.2.1. Research outputs	17
2.2.2. Utilization of Data Repositories to inform R&D ecosystem in Africa	20
2.3. Strategic Objective 2: Develop capacities to strengthen the research ecosystem in Africa and contribute to the development and implementation of a blueprint for Africa's self-sufficiency in R&D	20
2.3.1. Partnerships with Universities and Research Institutions	20
2.3.2. Fellowship Programs	21
2.3.3. Publications by Fellows	23
2.3.4. Internships and Mentorship Programs	23
2.3.5. Capacity strengthening Activities	24
2.3.6. Virtual academy	24
2.3.7. Capacity strengthening activities organized by APHRC for APHRC staff and external participants (Training program)	25
2.3.8. Brown bags	26

2.3.9. Strengthening Africa’s R&D	26
2.3.10. Career Development	26
2.4. Strategic Objective 3: Use research evidence and engage policy actors and practitioners for transformative change	27
2.4.1. Policy engagement	27
2.4.2. Notable policy engagements	28
2.4.3. Alliances created with governments, civil society networks, regional, parliamentary and economic bodies etc.	29
2.4.4. Social media campaigns, media hits and mentions of APHRC research	29
2.4.5. 2022 APHRC Policy-Wins	31
2.5. Strategic Objective 4: Strengthen operational efficiencies in systems and processes for maximum programmatic impact	35
2.5.1. Operationalization of Paperless systems	35
2.5.2. Human resources	36
2.5.3. Internal Audits and follow-ups	37
2.5.4. Risk management	37
2.5.5. Facilities and Administration	37
2.5.6. Information Technology (IT) Unit	38
2.5.7. Good Financial Grant Practices (GFGP) in partner institutions	38
2.5.8. Performance of Key initiatives in the new strategic Plan	38
2.5.9. Finance sustainability	39
<b>CHAPTER 3</b>	<b>40</b>
M&E Key Challenges, Lessons learnt and Recommendations	41
<b>CHAPTER 4</b>	<b>44</b>
Key priorities for the year 2023	45
<b>CHAPTER 5</b>	<b>48</b>
Conclusion	49
<b>ANNEXES</b>	<b>50</b>
Annex 1 APHRC Publications	51
Annex 2 APHRC Blogs and Articles	62
Annex 3 APHRC Funders/Donors	64
Annex 4 Media mentions engagements in print and online media	66
Annex 5 Social media analytics for Twitter	70
Annex 6 APHRC participation in national, regional, and global technical working groups around the signature issues/ focus areas/focus areas and	72
Annex 7 Alliances created with governments, critical national and pan-African civil society networks, regional, parliamentary and economic bodies across sub-Saharan Africa	74
Annex 8 Indicator tracking table	76

## List of Figures

<b>Figure 1:</b> APHRC Organogram from the Strategic plan 2022-2026	3
<b>Figure 2:</b> Trends of the active projects vs closed projects	5
<b>Figure 3:</b> Trends of new projects	6
<b>Figure 4:</b> Active vs closed projects by Themes	6
<b>Figure 5:</b> Trend of multiyear project	7
<b>Figure 6:</b> Proportion of projects that are multiyear by themes	7
<b>Figure 7:</b> Trend of proportion of projects that are multi-million	8
<b>Figure 8:</b> Proportion of projects that are multi-million by themes	8
<b>Figure 9:</b> Projects lifetime monetary value (USD) by themes	9
<b>Figure 10:</b> Trends of proportion of projects that are prime awards	9
<b>Figure 11:</b> Proportion of projects that are Prime awards by themes	10
<b>Figure 12:</b> Distribution of countries projects are implementing activities	12
<b>Figure 13:</b> Trends of Projects that are multi-country	13
<b>Figure 14:</b> Trends of proposal value submitted (USD)	13
<b>Figure 15:</b> Proposal value submitted by theme (USD)	14
<b>Figure 16:</b> Trend of number and dollar success rates	14
<b>Figure 17:</b> Proportion of successful Proposals- competitive vs invited	15
<b>Figure 18:</b> Successful Proposals- competitive vs invited by themes	16
<b>Figure 19:</b> Trends of publications	17
<b>Figure 20:</b> Distribution of publications by type	17
<b>Figure 21:</b> Distribution of publications by type and theme	18
<b>Figure 22:</b> Distribution of publications by key initiatives and themes	19
<b>Figure 23:</b> Blogs distributed by themes	19
<b>Figure 24:</b> Trend of number of CARTA fellows by type of fellowship	22
<b>Figure 25:</b> Trend of CARTA fellow graduates	22
<b>Figure 26:</b> Trend of CARTA and ADDRf Fellows' publications	23
<b>Figure 27:</b> Participants of Courses offered in the virtual academy	24
<b>Figure 28:</b> Virtual academy courses completion rate	25
<b>Figure 29:</b> Number of policy engagements activities by Themes	27
<b>Figure 30:</b> Distribution of Themes by policy engagements	27
<b>Figure 31:</b> Proportion of engagements that used the signature issues approach	28
<b>Figure 32:</b> Number of alliances formed by themes	29
<b>Figure 33:</b> Trend of number of staff	36
<b>Figure 34:</b> Net staff turn over rate trend	36
<b>Figure 35:</b> Distribution of employees by sex	37

## List of Tables

<b>Table 1:</b> Proposal Tracker	<b>15</b>
<b>Table 2:</b> Number of interns in various Themes	<b>23</b>
<b>Table 3:</b> Analytics for courses offered by APHRC	<b>25</b>
<b>Table 4:</b> Twitter Analytics in 2022	<b>30</b>
<b>Table 5:</b> 2022 Policy-wins by theme	<b>31</b>

## List of Images

<b>Image 1:</b> Map of countries projects are implementing activities	<b>11</b>
<b>Image 2:</b> Map of CARTA partner institutions	<b>20</b>
<b>Image 3:</b> Map of JPIAMR projects across countries	<b>21</b>



# CHAPTER 1

## 1.1. Background information on APHRC

The African Population and Health Research Center (APHRC) was established in 1995 as a fellowship program of the Population Council, with funding from the Rockefeller Foundation. In 2001, APHRC Inc. registered in Kenya as a branch of a US-registered entity. The Center's work across sub-Saharan Africa is coordinated from the head office in Nairobi, Kenya, and the West African regional office in Dakar, Senegal. Guided by its mission to generate evidence, strengthen research capacity, and engage policy to inform action on population health and wellbeing, the Center strives to achieve its vision of transforming lives in Africa through research.

APHRC activities are led by four guiding principles: to be innovation-driven, collaborative, truly African in reach, and impact-oriented in all engagements and activities. APHRC is committed to generating an Africa-led and Africa-owned body of evidence to inform decision making for an effective and sustainable response to the most critical challenges facing the continent. It is anchored on its core values of fairness, excellence, respect, and integrity.

## 1.2. Brief Overview of Strategic Plan 2022-2026

The 2022-2026 Strategic Plan is a dynamic blueprint that sets the course for APHRC and acts as a guide to the operationalization of the Center's vision. It is a roadmap for broader and deeper engagement in its signature areas of interest in its third decade as a premier research institution and think tank in Africa. The Strategic Plan is centered on four strategic objectives: generating scientific knowledge aligned with local and international development agendas affecting health and development in Africa, developing capacities to strengthen the research ecosystem and contribute to Africa's self-sufficiency in R&D, using research evidence and engaging policy actors for transformative change, and strengthening operational efficiencies for maximum programmatic impact. To achieve these objectives, the Center shifted its approach to focus on strengthening pathways to impact through the primacy of evidence as a lever of change, systems thinking, and outward-facing initiatives.

The Strategic Plan focuses on three thrusts: deepening and strengthening programmatic work grounded in existing evidence-informed decision-making approaches, supporting the pivot towards a systems-thinking approach, and addressing gaps in the Center's current systems while accommodating new shifts.

## 1.3. Brief Overview of APHRC Divisions and Themes

In the new APHRC strategic plan, work streams will be implemented through three divisions. The Research Programs Division has four research themes: Health and Wellbeing (HAW), Human Development (HD), Data Science and Evaluation (DSE), and Population Dynamics and Urbanization in Africa (PDUA). The programs synergy division has 3 themes: Research and Related Capacity Strengthening (RRCS), Policy Engagement and Communications (PEC) and the International programs where the West African Regional Office (WARO) is housed and finally the Operations Division that had 2 corporate functions with Finance, Facilities and Admin, Human Resources, Internal Audit, Information Technology, Business Development and Measurement, Evaluation and Learning Units. The Figure 1 illustrates the APHRC organogram under the Strategic Plan 2022-2026.

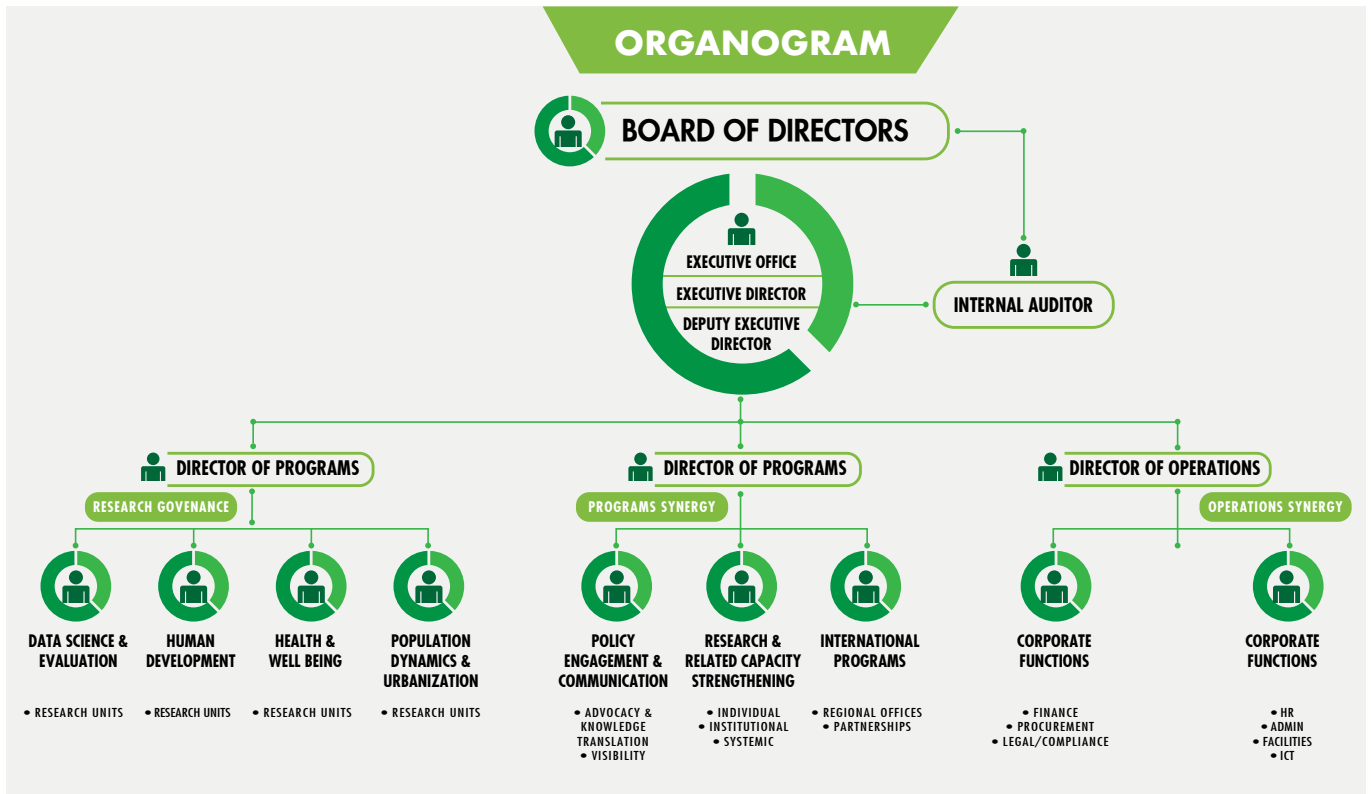


Figure 1: APHRC Organogram from the Strategic plan 2022-2026

#### 1.4. Annual Performance Review Process

The development of this report followed a comprehensive consultative review process with each theme and division. The process entailed a review of various reports and information from different data sources. These included SMT quarterly reports from 2019 to 2022, SMT annual performance and planning reports 2022, proposal tracker and go-no-go reports 2022, annual performance review report 2021, annual performance review report 2020, operational systems such as the REDCap publication repository and ERP as well follow ups with various data custodians within the Center.





## CHAPTER 2

# Annual Performance Review

## 2.1. Projects profile and Business Development

### 2.1.1. Project Status

During this reporting period, the Center had a total of 157 projects, where 98 (62%) were active projects while 59 (38%) were closed projects. This year recorded the highest number of projects compared to 2021, 2020 and 2019, as seen in Figure 2.

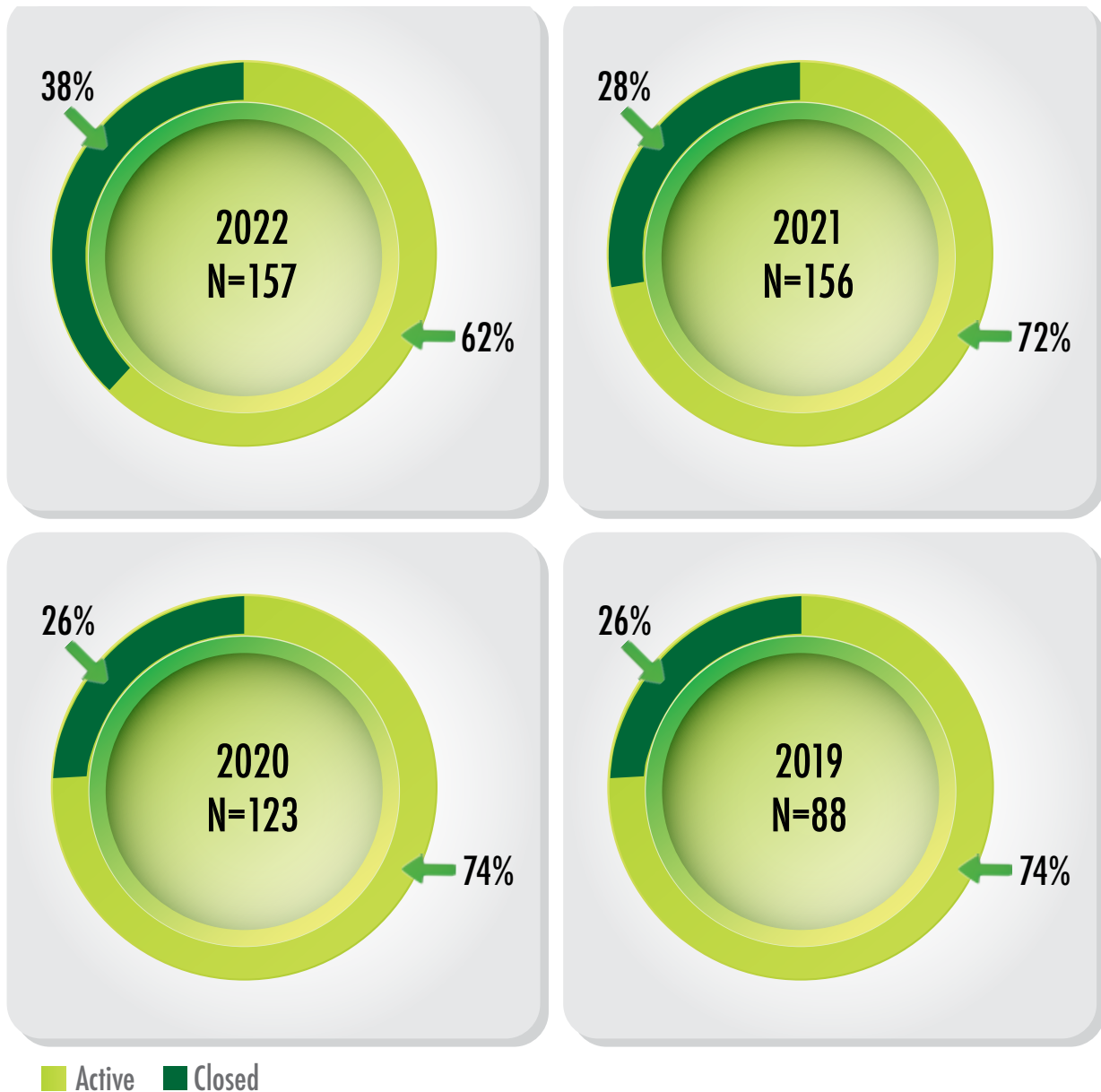


Figure 2: Trends of the active projects vs closed projects

The year 2022, also recorded a slight drop in new projects compared to 2021 and 2020 which had 55 and 57 new projects respectively, as seen in Figure 3.

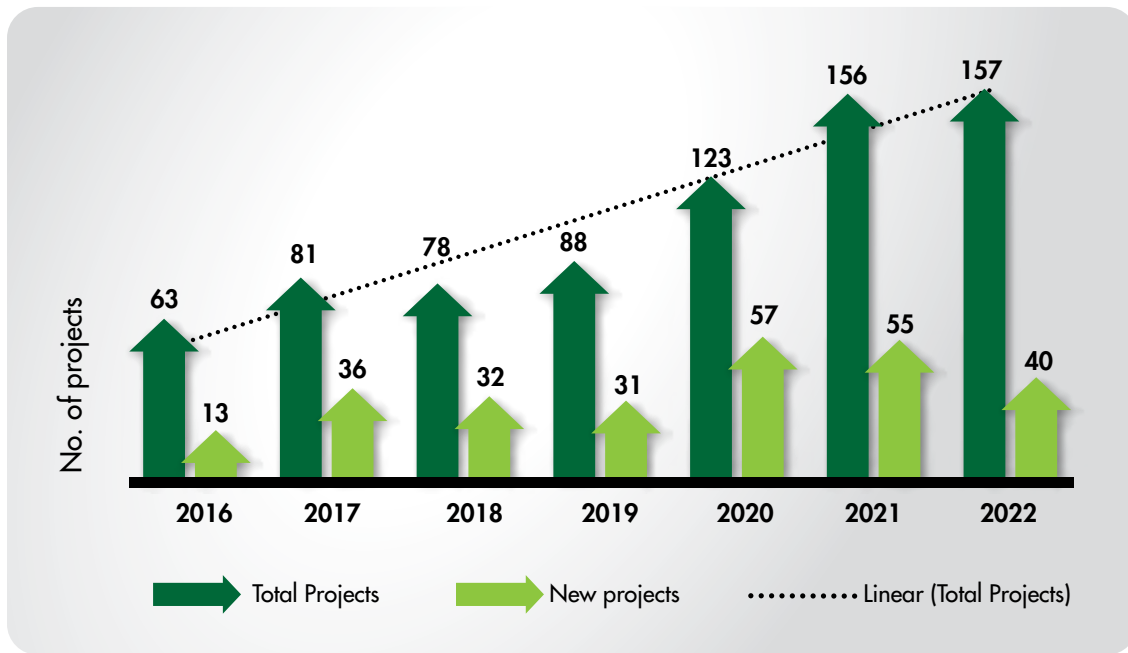


Figure 3: Trends of new projects

Figure 4 highlights the active and closed projects in the various themes in 2022.

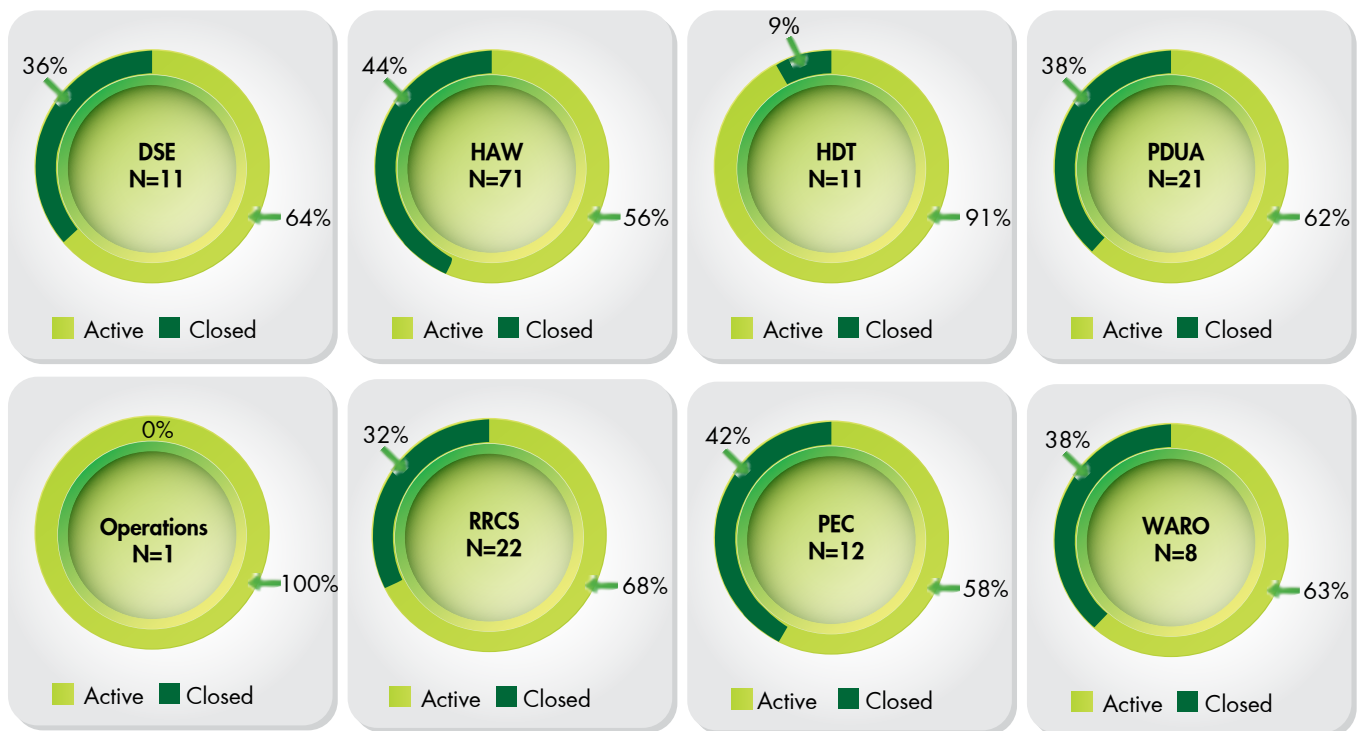


Figure 4: Active vs closed projects by Themes

## 2.1.2. Performance of the 3Ms- multiyear, multi-million and multi-country projects

### Multiyear projects

Multiyear projects are those that were implemented for more than one year. Any project below one year was considered short-term. Of the 157 projects implemented in 2022, 85% (133) projects were multiyear while 15% (24) were short-term projects. This surpassed the set 2022 target of having 53% of the projects as multiyear. This was however a decrease compared to 2021, where 92% (144) were multiyear as seen in Figure 5.

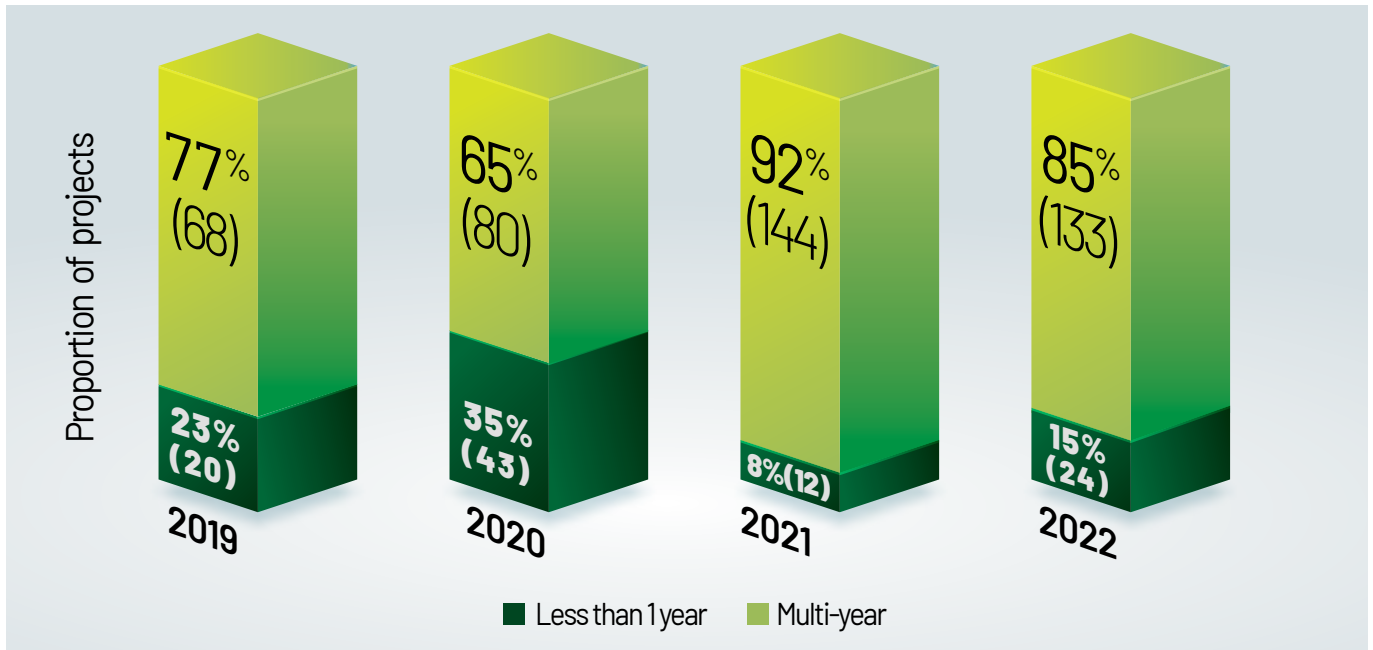


Figure 5: Trend of multiyear project

As seen in Figure 6, PDUA, Operations and RRCS had the highest proportion of projects that were multiyear at 100%, 100% and 95% respectively. Also, all the themes surpassed the set target of 53% for proportion of multiyear projects.

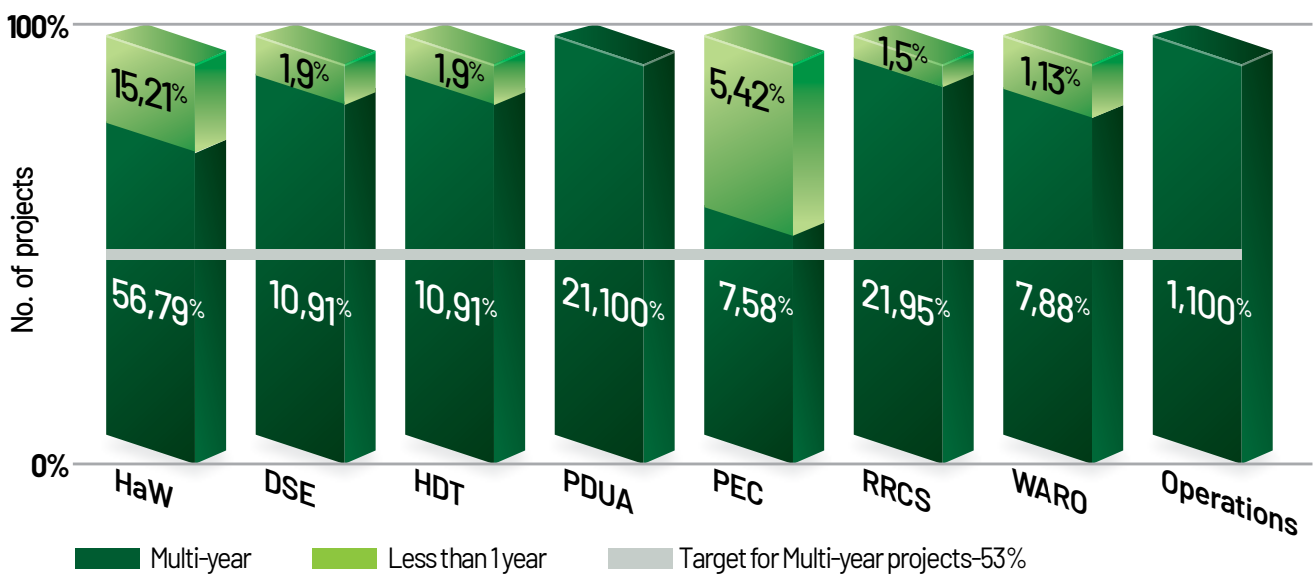


Figure 6: Proportion of projects that are multiyear by themes

## Multi-million projects

Majority of the projects, 85%, in 2022 were less than USD 1 million. However, the number of projects that were multi-million (more than USD 1 million) increased steadily from 2020, meeting the set target of 15% in 2022, as illustrated in Figure 7.

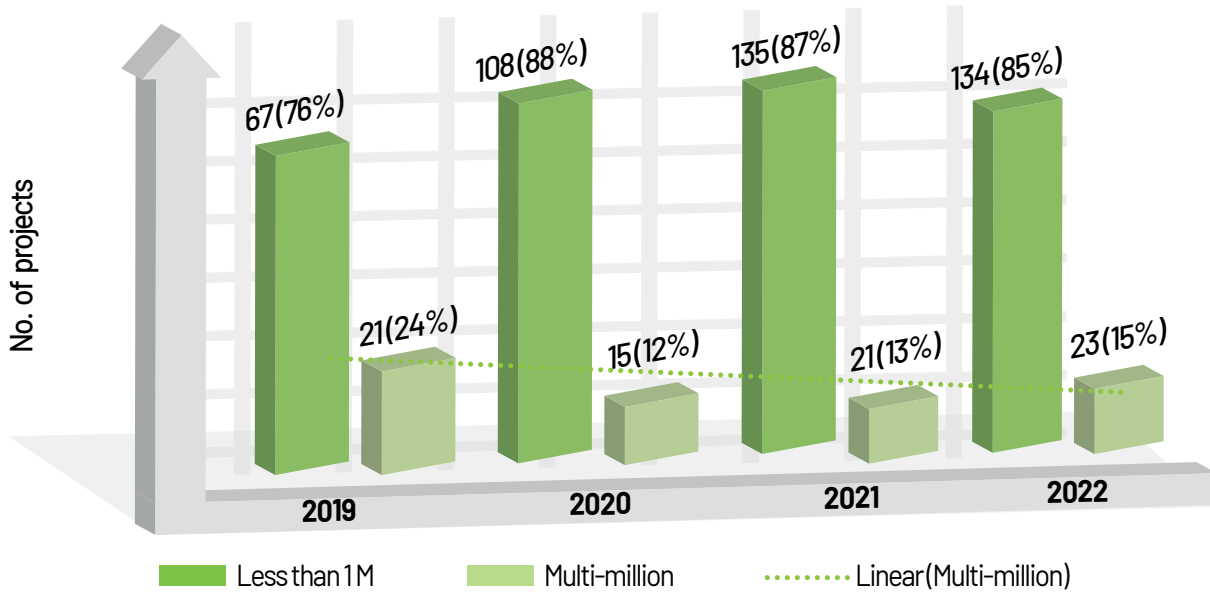


Figure 7: Trend of proportion of projects that are multi-million

Majority of the themes surpassed the 15% target for proportion of projects that are multi-million, with the highest being Operations, WARO and PEC at 100%, 38%, 25% respectively, as illustrated in Figure 8.

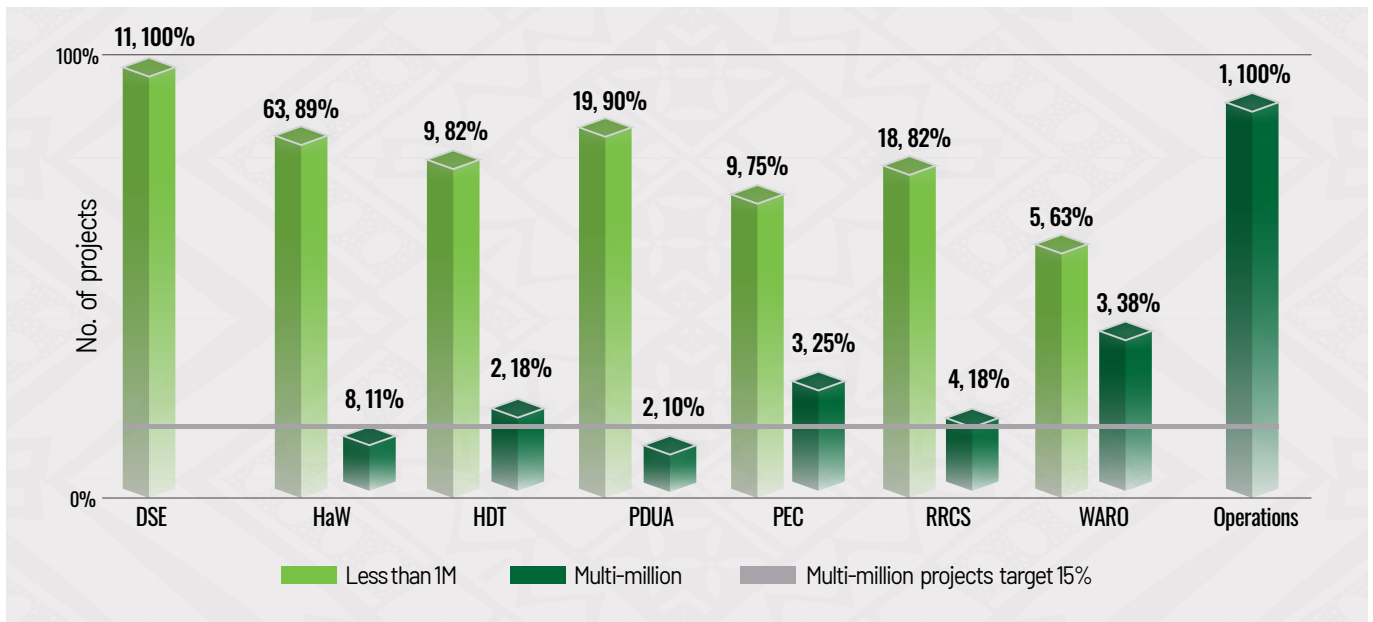


Figure 8: Proportion of projects that are multi-million by themes

The lifetime monetary value of projects at the Center in 2022 was USD 126.1 million an increase from USD 94.1 million in 2021 and USD 83.1 million in 2020. RRCS, HAW and WARO had the highest lifetime value of projects. Figure 9 illustrates the projects' lifetime monetary value by theme and by type of award. Figure 9 lists the funders for the projects in 2022.

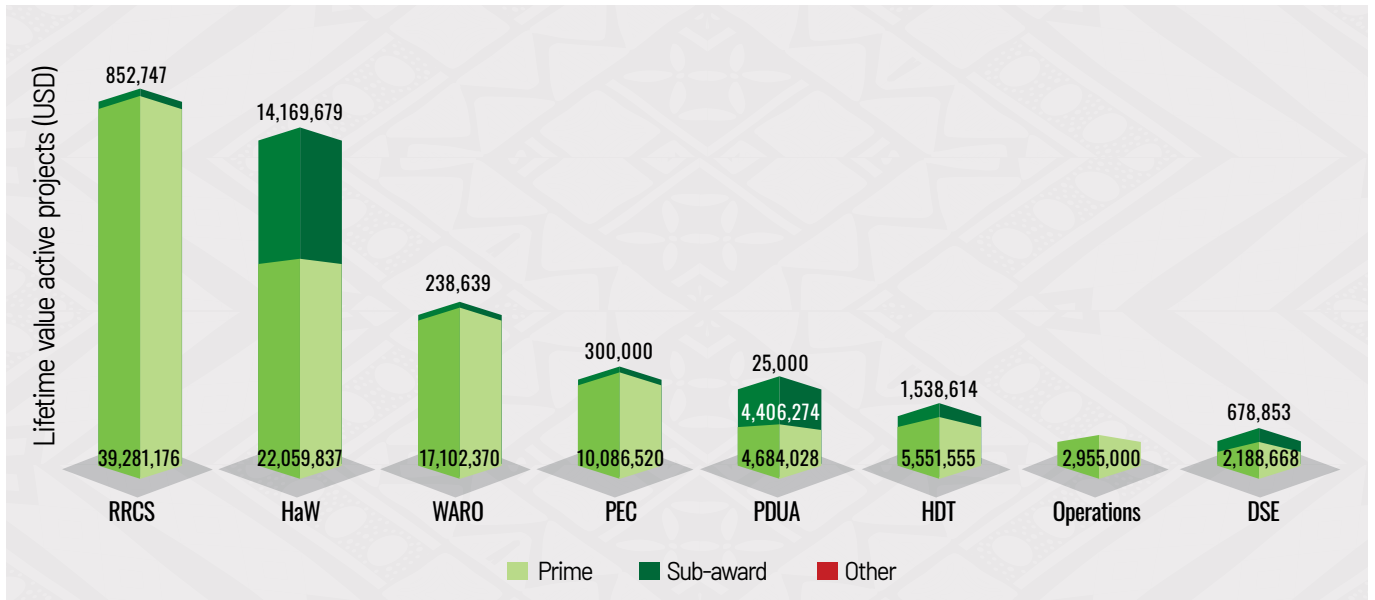


Figure 9: Projects lifetime monetary value (USD) by themes

As seen in Figure 10, 54% (84) of the projects in 2022 were prime awards, a slight decrease compared to 2021 and 2022 that had 58% of the projects as the prime awards.

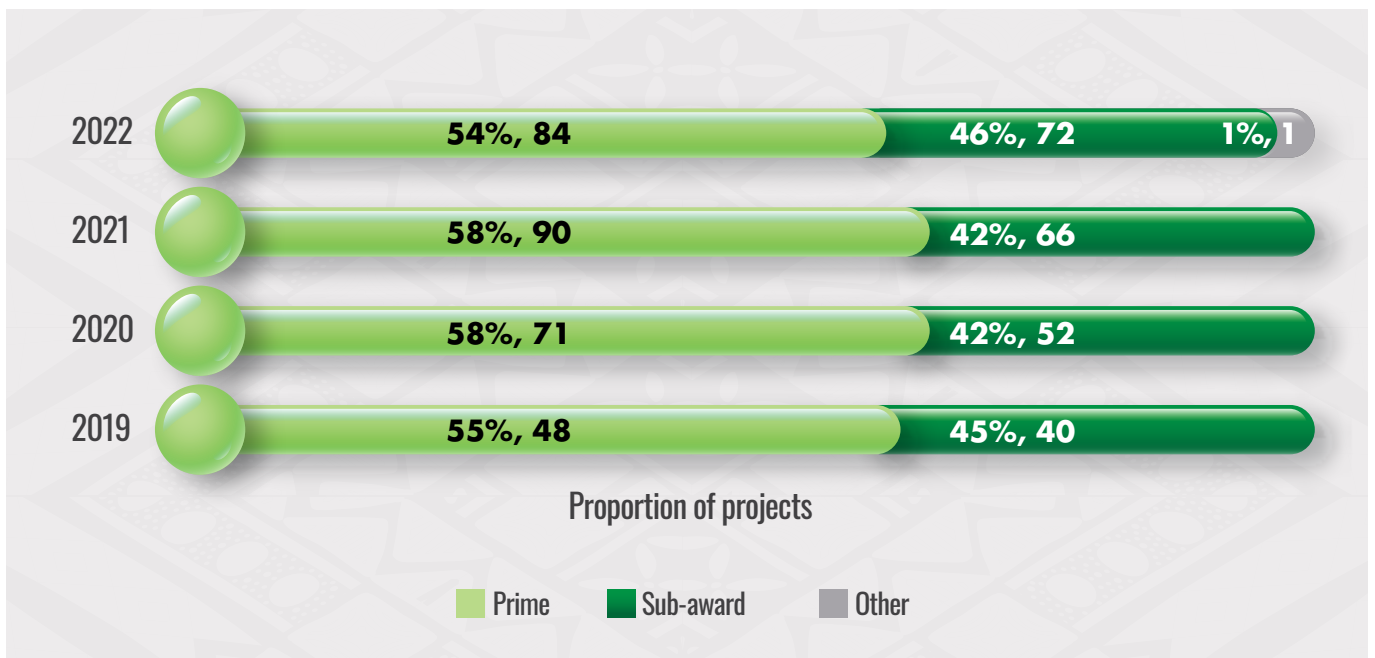


Figure 10: Trends of proportion of projects that are prime awards

Operations, PEC, and WARO had majority of their projects as prime awards at 100%, 92% and 88% respectively, as seen in Figure 11.

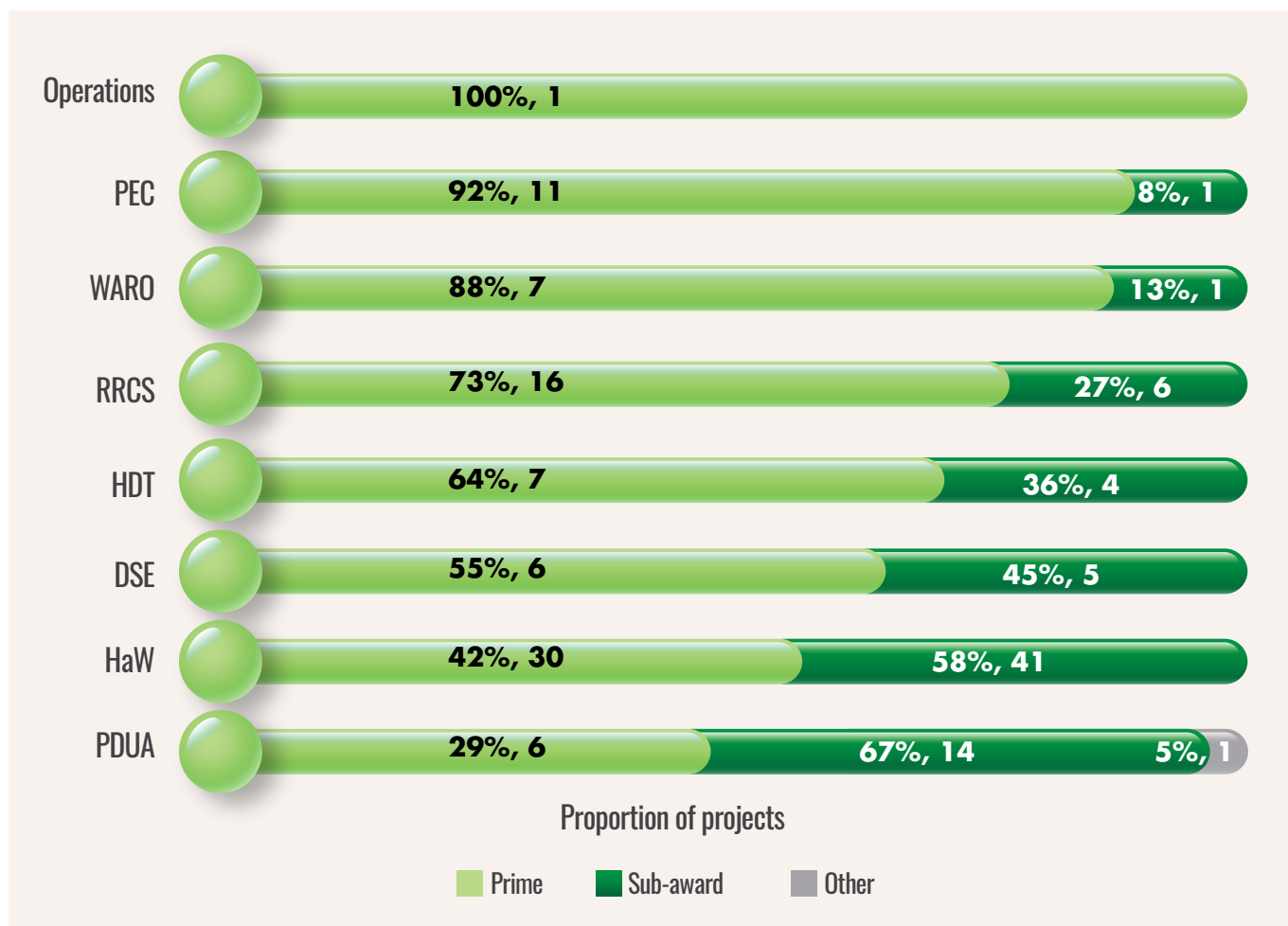
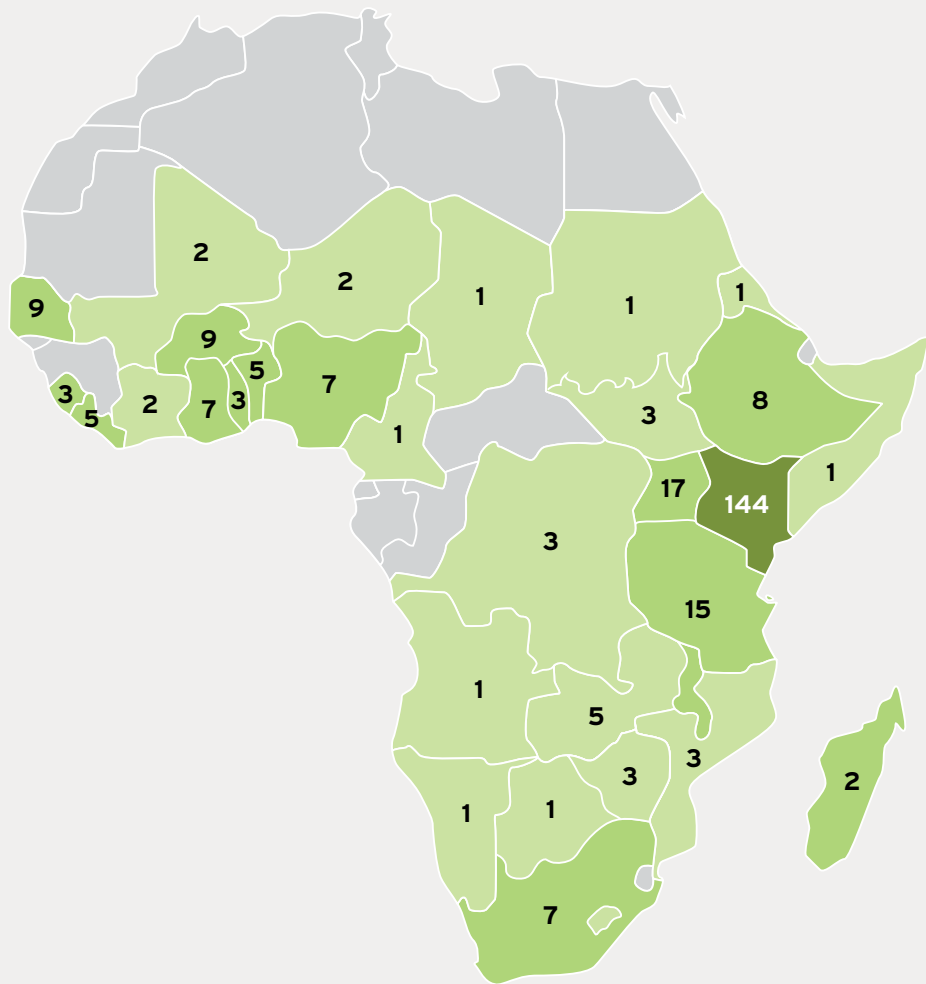


Figure 11: Proportion of projects that are Prime awards by themes

### Multi-country grants

During this reporting year, projects' activities were implemented in 35 African countries as seen on Image 1, a slight increase from 2021 where project implementation was in 34 countries. Guinea was the additional country in 2022 that was previously not in 2021. Similar to 2021, Kenya, Uganda, and Tanzania had the highest number of projects implementing activities, with Kenya leading. Uganda and Tanzania saw the highest increase in projects in 2022 compared to 2021, from 17 to 25 projects in Uganda and 15 to 20 projects in Tanzania. Kenya had the highest decline in projects from 144 projects implemented in 2021 to 139 projects implemented in 2022.

2021  
N=34



2022  
N=35

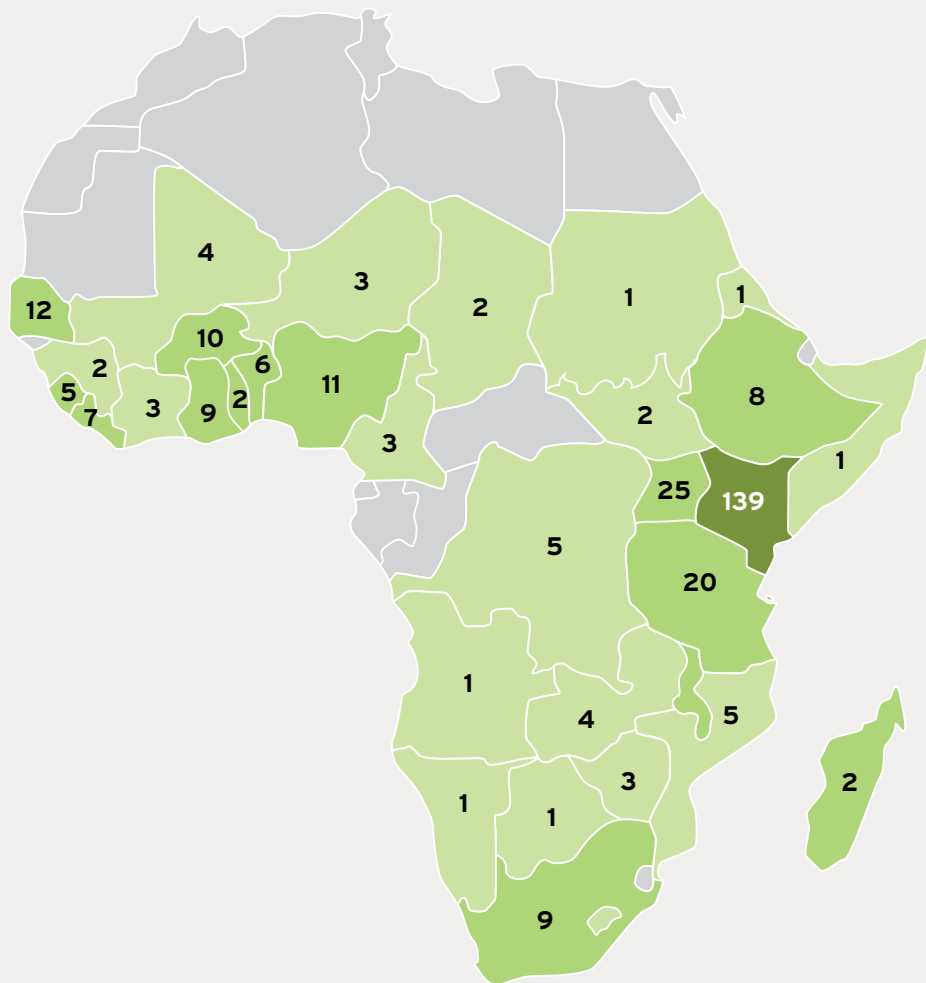


Image 1: Map of countries projects are implementing activities

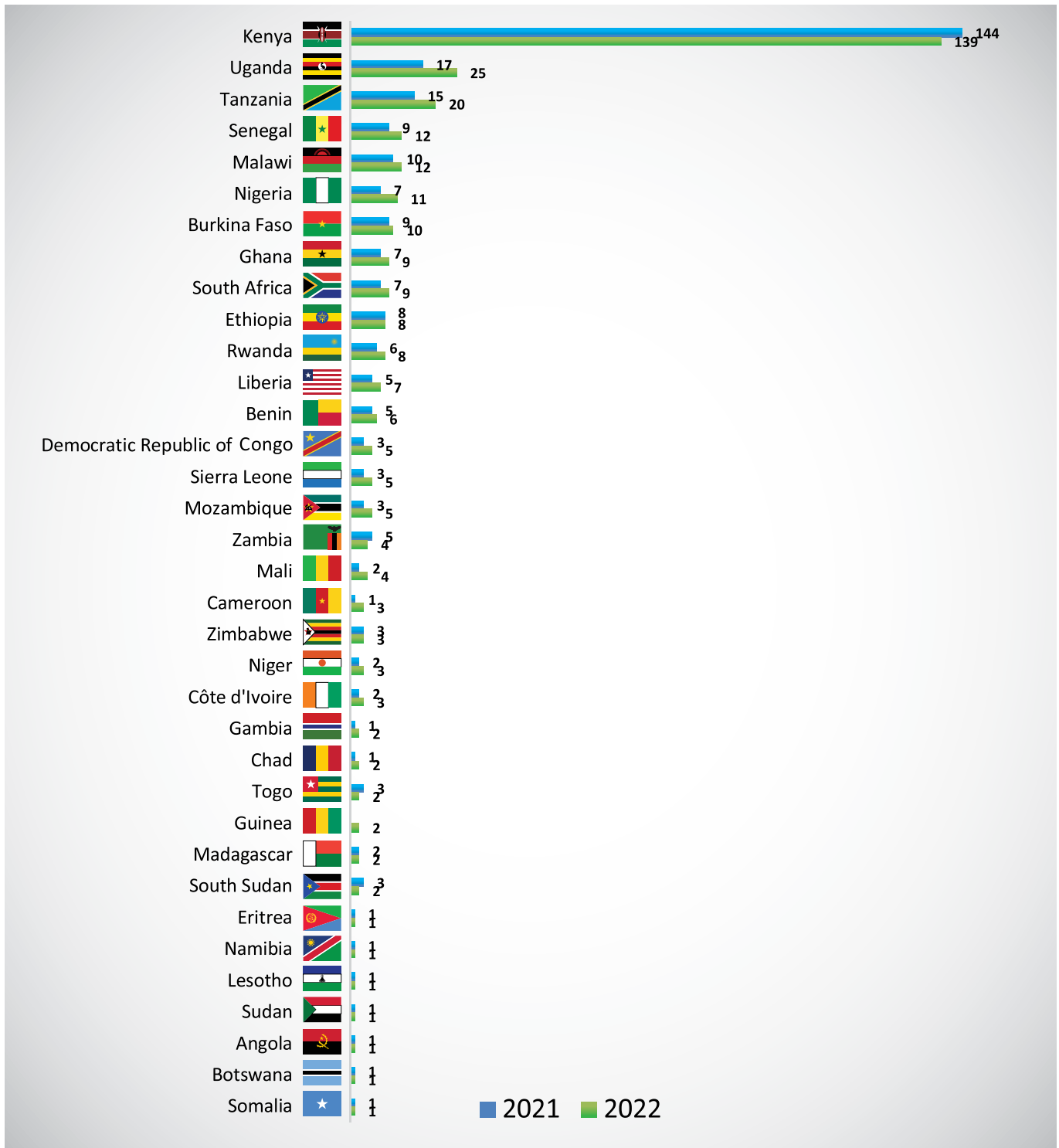


Figure 12: Distribution of countries projects are implementing activities

There was also a steady increase in number of projects in multiple countries, that is, in more than one country, with 2022 recording the highest number of projects. The Center also surpassed the set targets of 28% on multi-country projects by 6 percentage points, as seen in Figure 13.

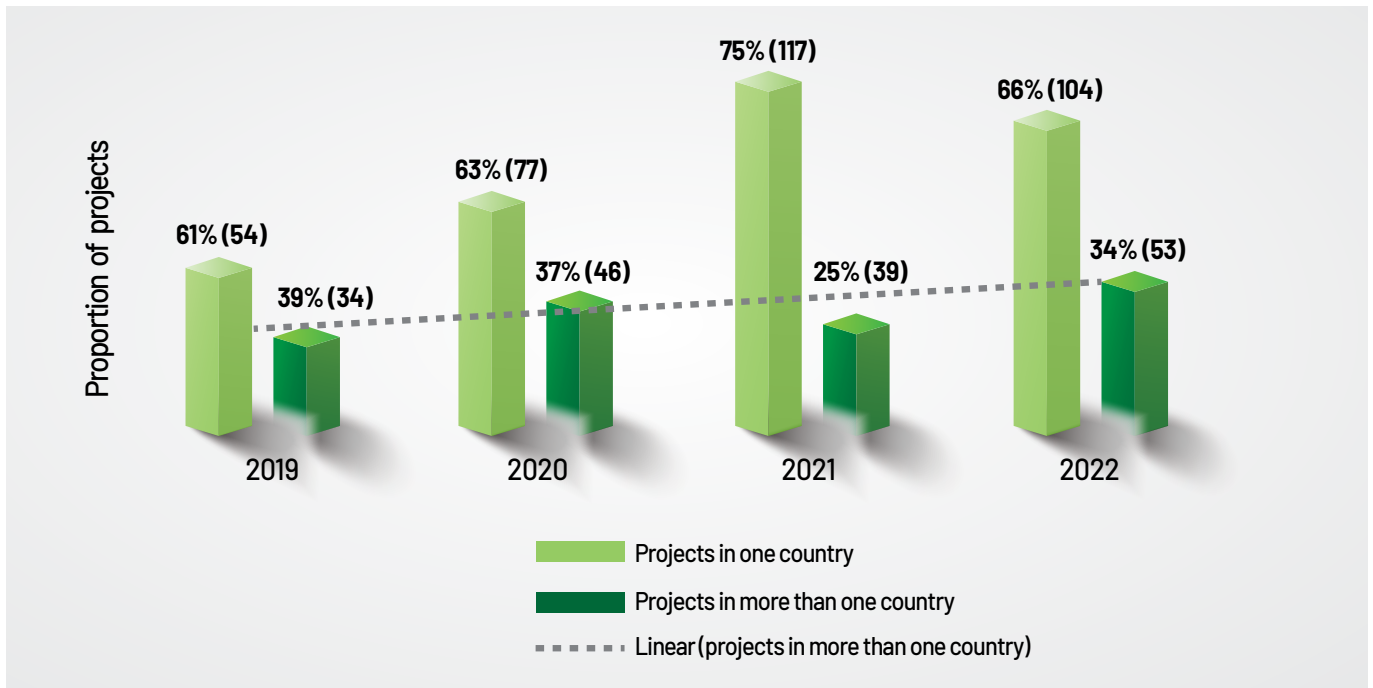


Figure 13: Trends of Projects that are multi-country

### 2.1.3. Business Development

In 2022, the Center submitted 128 proposals. This was lower than in 2021 and 2020 where 152 and 159 proposals were submitted respectively. Of the 128 proposals, 59% were prime while 41% were sub-award proposals.

As seen in Figure 14, almost half (48%) of the submitted proposals were less than USD 500,000 in grant amount while 24% were above USD 1 million in grant amount. Proportion of proposals submitted that were above USD 1 million was lower as compared to the previous years.

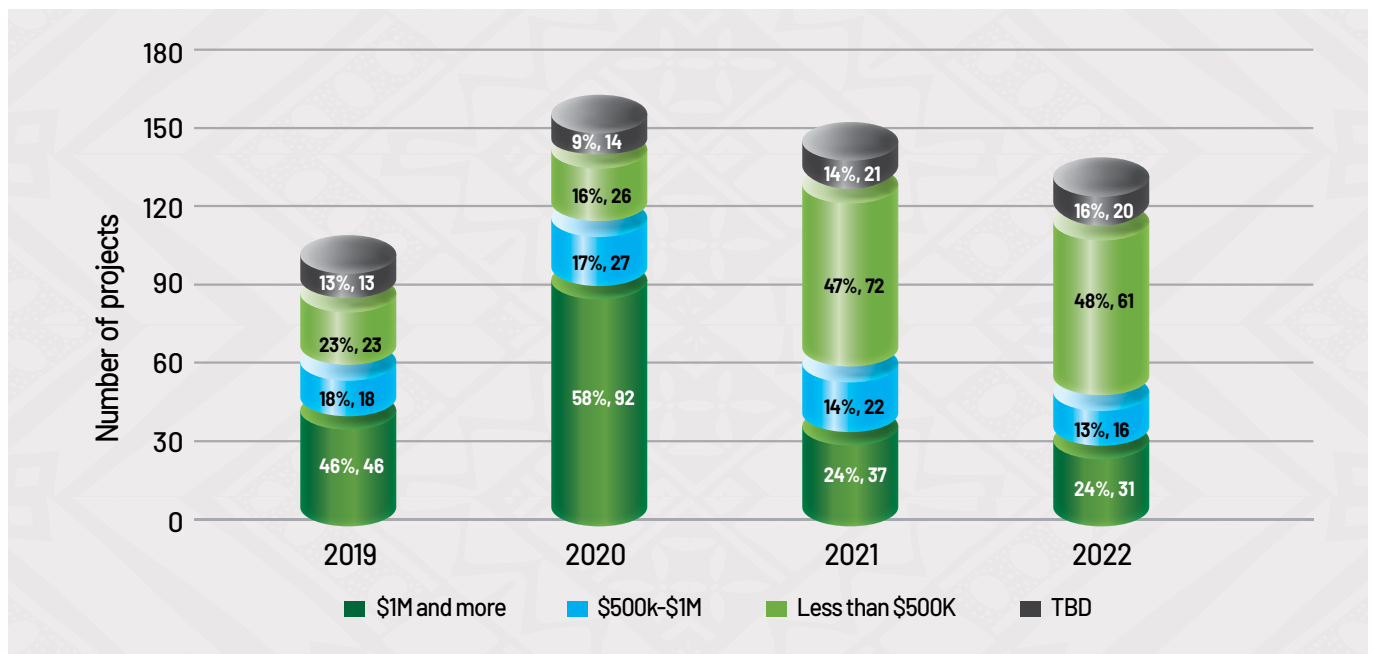


Figure 14: Trends of proposal value submitted (USD)

Figure 15 highlights the monetary value of proposal by themes. HAW, DSE and RRCS submitted the highest number of proposals.

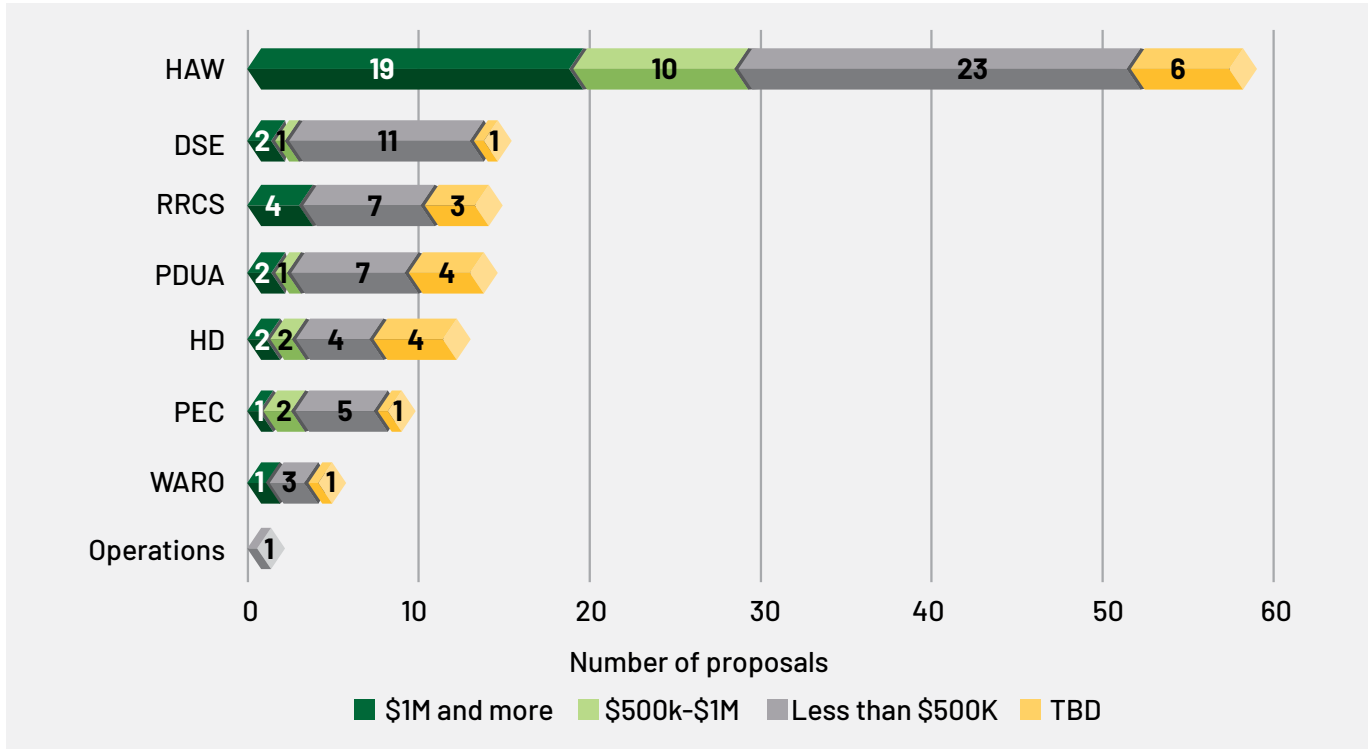


Figure 15: Proposal value submitted by theme (USD)

As seen in Figure 16, the Center recorded one of the highest number success rates at 61%. This was, however, below the set 2022 target of 65%. In terms of dollar success rates, the Center recorded the highest rates seen in the last 4 years at 62% surpassing the set 2022 targets of 35%.

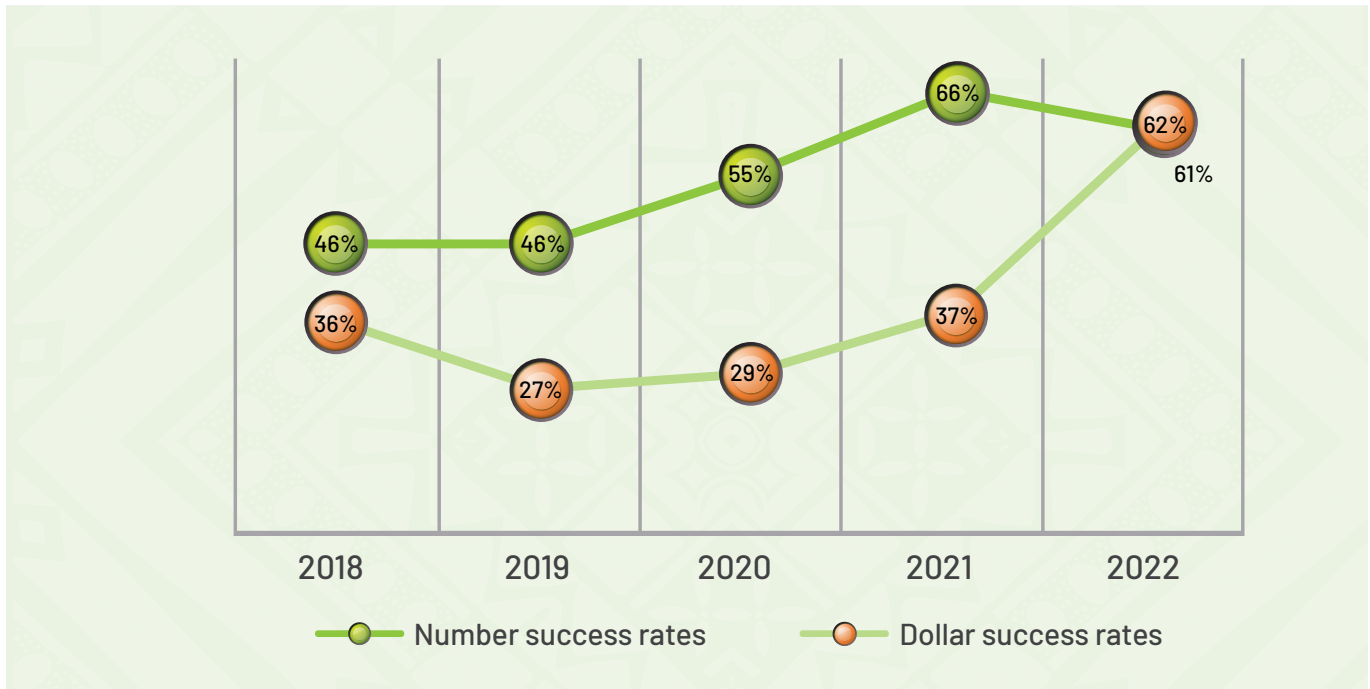


Figure 16: Trend of number and dollar success rates

The Table 1 gives the breakdown of the number and dollar success rates per Theme. DSE, PEC, and Operations had the highest number success rates while WARO, PDU, and Operations had the

highest dollar success rates. The Center received a total of USD 30 million in successful proposals with WARO, HAW, and RRCS bringing in the highest. This was higher than in 2021 and 2020 where we received USD 25.7 million and USD 22.7 million in successful proposals respectively.

Table 1: Proposal Tracker

Themes	Total	Successful	Unsuccessful	Awaiting Feedback	success rate	Successful	Unsuccessful	Dollar success rate
HAW	58	20	17	21	54%	8,774,161	11,040,502	44%
PDUA	14	3	4	7	43%	1,303,000	292,801	82%
DSE	15	9	1	5	90%	2,307,608	1,112,843	67%
HD	12	2	4	6	33%	861,485	1,000,000	46%
WARO	5	4	1	0	80%	8,480,706	441,961	95%
RRCS	14	4	3	7	57%	6,823,563	2,195,080	76%
PEC	9	5	1	3	83%	1,734,762	2,600,000	40%
Operations	1	1	0	0	100%	94,720	-	100%
<b>Center wide</b>	<b>128</b>	<b>48</b>	<b>31</b>	<b>49</b>	<b>61%</b>	<b>30,380,005</b>	<b>18,683,187</b>	<b>62%</b>

**Key: 2022 Targets**  
 Number success rates - 65%  
 Dollar success rates - 35%

<b>Below Target</b>	
<b>Above Target</b>	

Only 30% (39) of submitted proposals were invited, while 70% (89) were competitive. Of the invited proposals submitted 74% (29) of them were successful compared to competitive proposals where only 21% (19) were successful as seen in Figure 17.

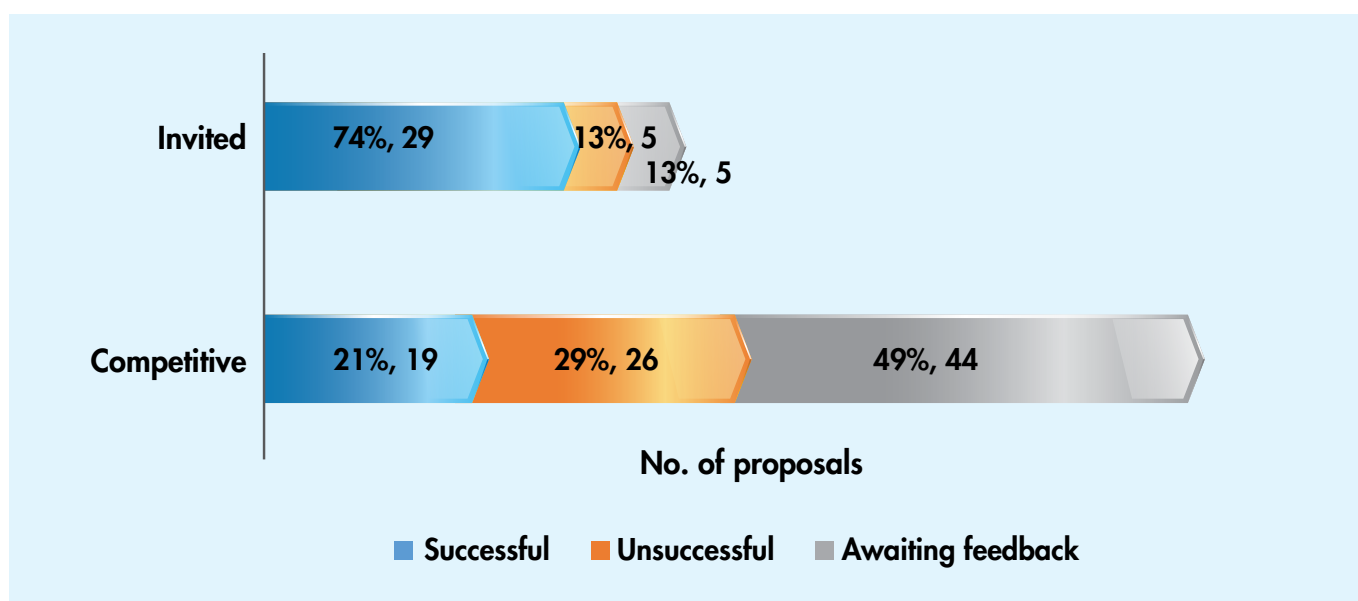


Figure 17: Proportion of successful Proposals- competitive vs invited

Figure 18 gives the successful and unsuccessful proposals that were submitted by competitive vs invited per theme.

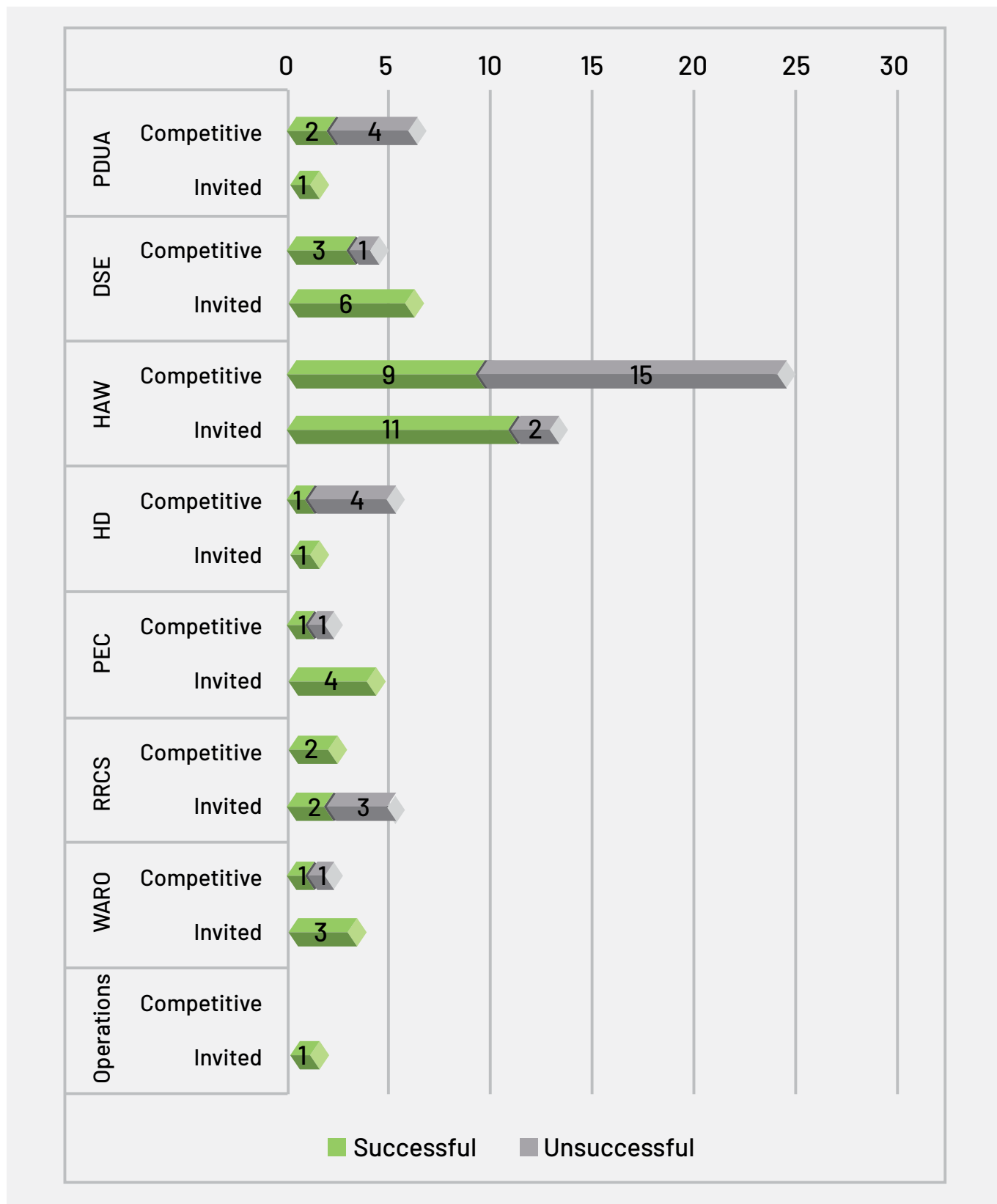


Figure 18: Successful Proposals- competitive vs invited by themes

## 2.2. Strategic Objective 1: Generate scientific knowledge aligned to local and international development agendas that affect health and development in Africa

### 2.2.1. Research outputs

During this reporting year, there were 131 publications. The research outputs included published papers, supplements, technical reports, books, book chapters, fact sheets and policy briefs. This was the lowest recorded since 2020 as seen in Figure 19. The Annex 1 gives the list of publications.

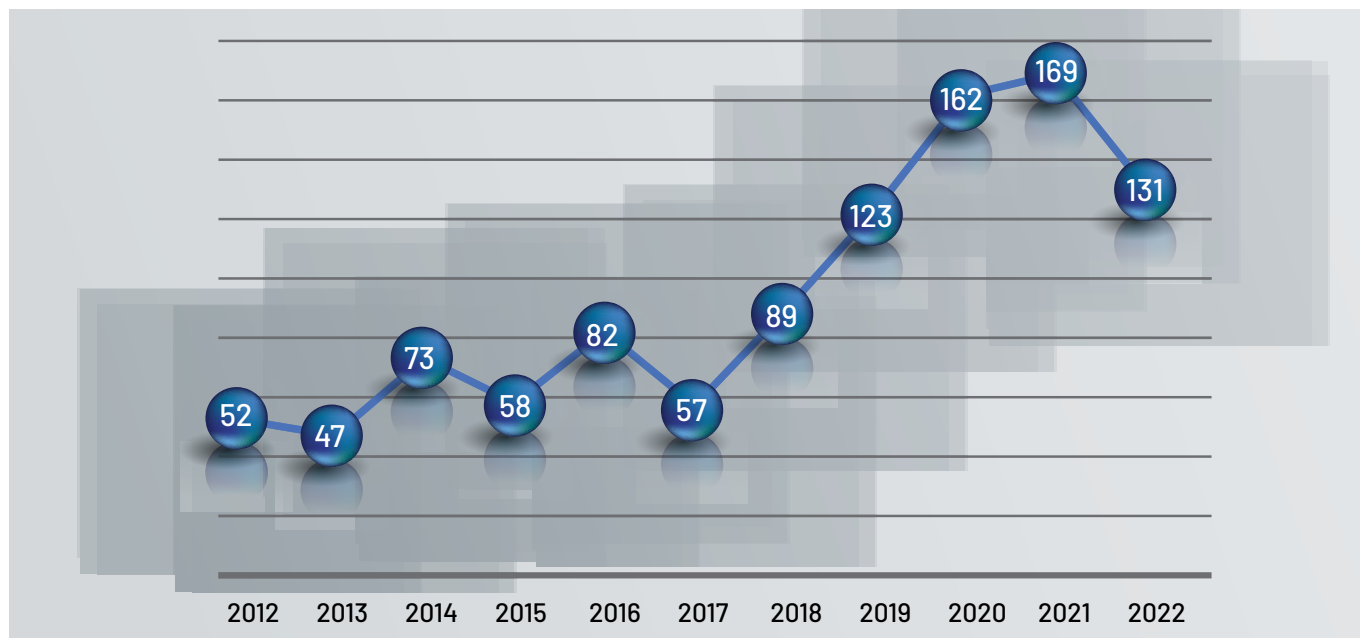


Figure 19: Trends of publications

Published papers were the most published research outputs followed by technical reports and policy briefs as seen in Figure 20. This was also the case in the research themes as seen in Figure 21.

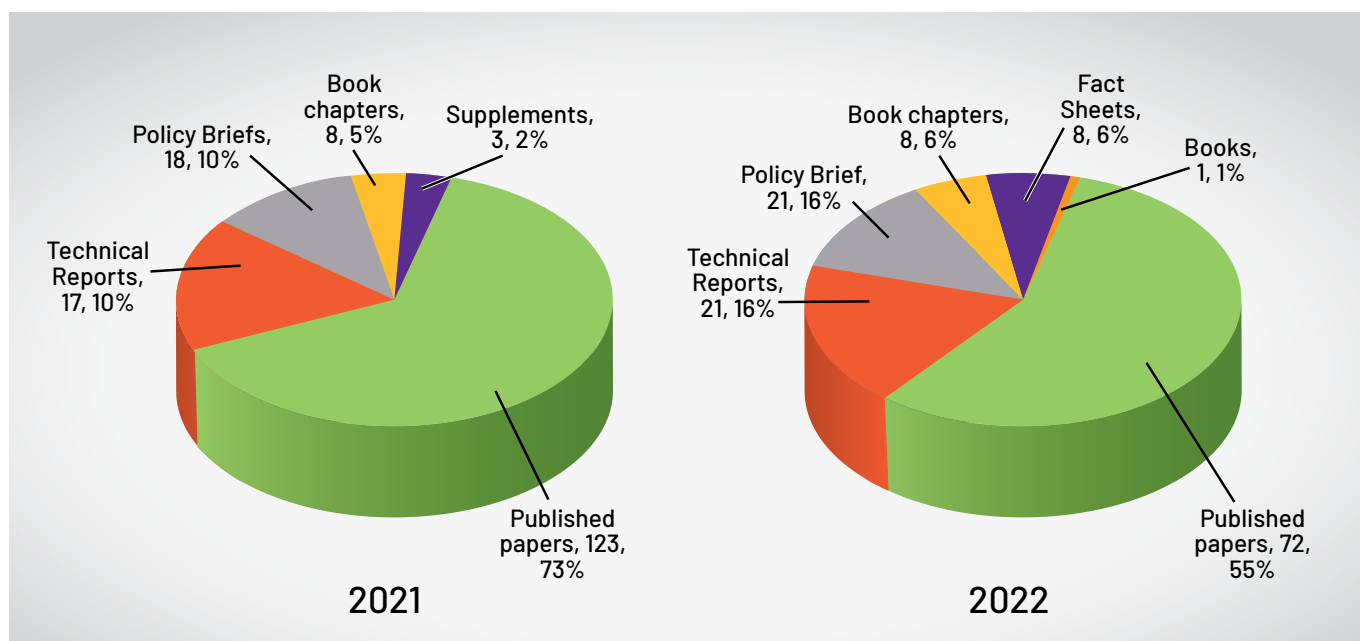


Figure 20: Distribution of publications by type

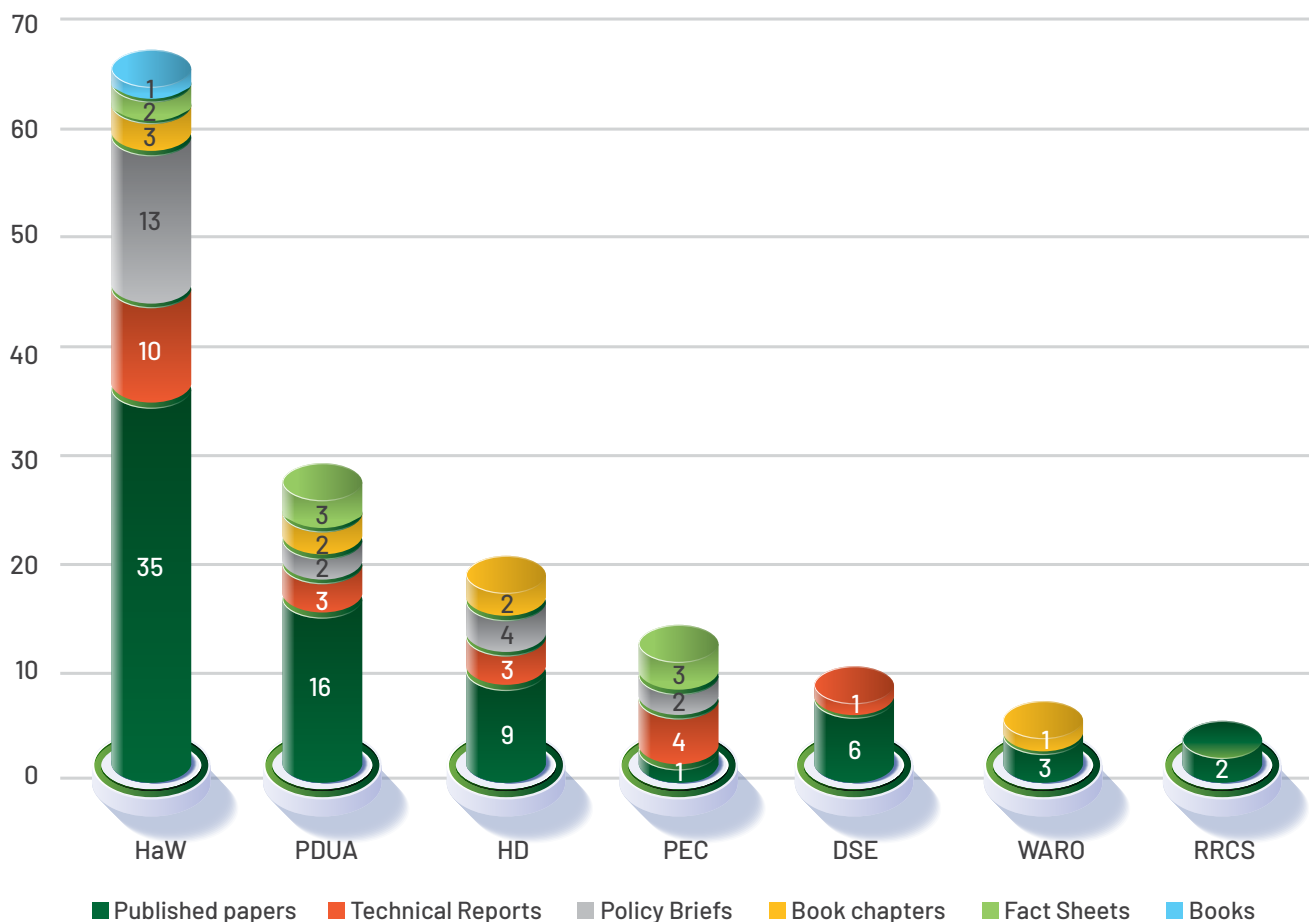


Figure 21: Distribution of publications by type and theme

As part of the Strategic Plan 2022-2026 and in light of global movements with a diversity, equity and inclusion focus, the Center sought to continue to advocate for and play a leadership role in designing and implementing programs with Africa-based partners and in supporting a movement towards equitable partnerships. Also, it sought to take a Systems Thinking Approach towards impact by considering all the systems (political, economic, financial, knowledge, social-cultural) at play in policy and decision-making. During this period the Center will seek to infuse Systems Thinking Approach into the current approach to policy engagement and advocacy and in the capacity-strengthening initiatives. Furthermore, APHRC's will continue to maintain the Signature Issues Approach as an organizing framework for evidence -informed decision making in line with the signature issues.

In this light, there were 32 publications related to the theme's signature issues, 25 publications that addressed Diversity, Equity and Inclusion (DEI) and 18 Publications that were based on or have used the systems thinking approach, as seen in Figure 22.

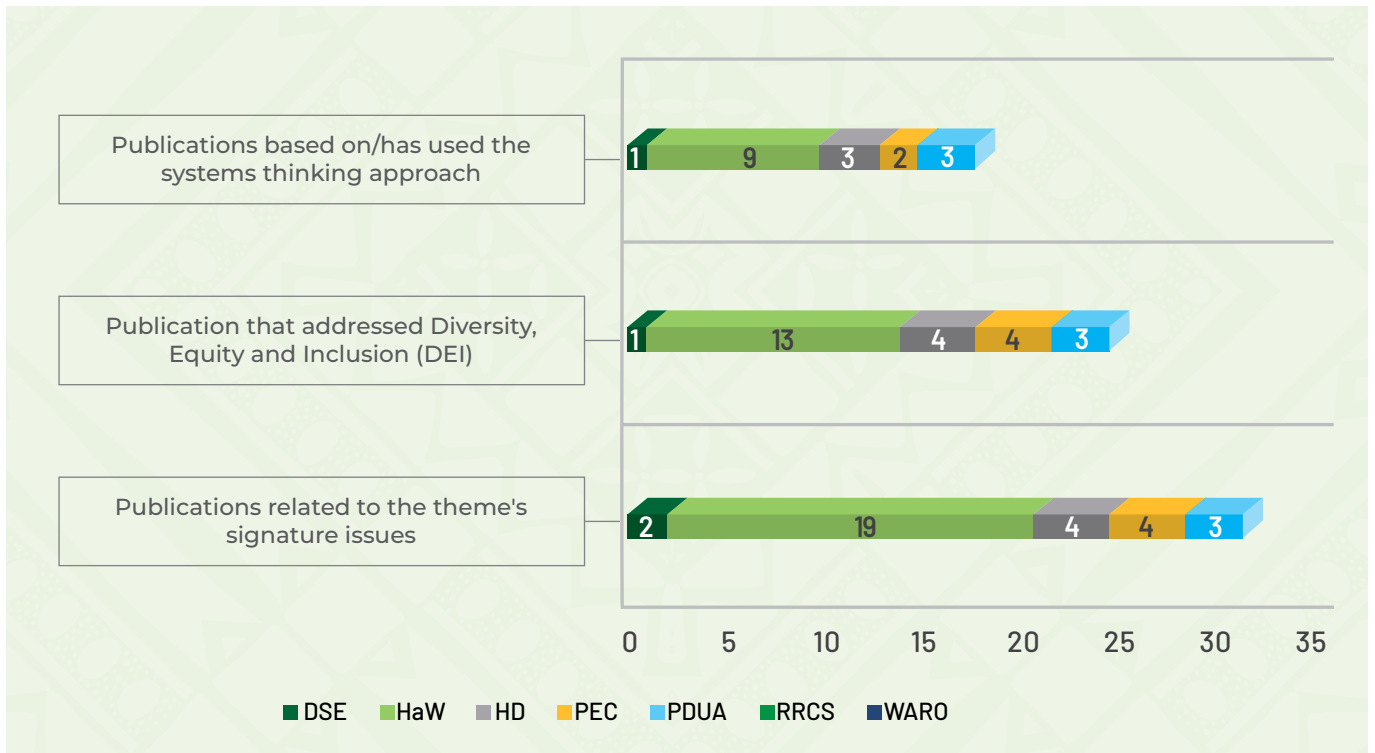


Figure 22: Distribution of publications by key initiatives and themes

There were 49 blogs published within the year as distributed in Figure 23.

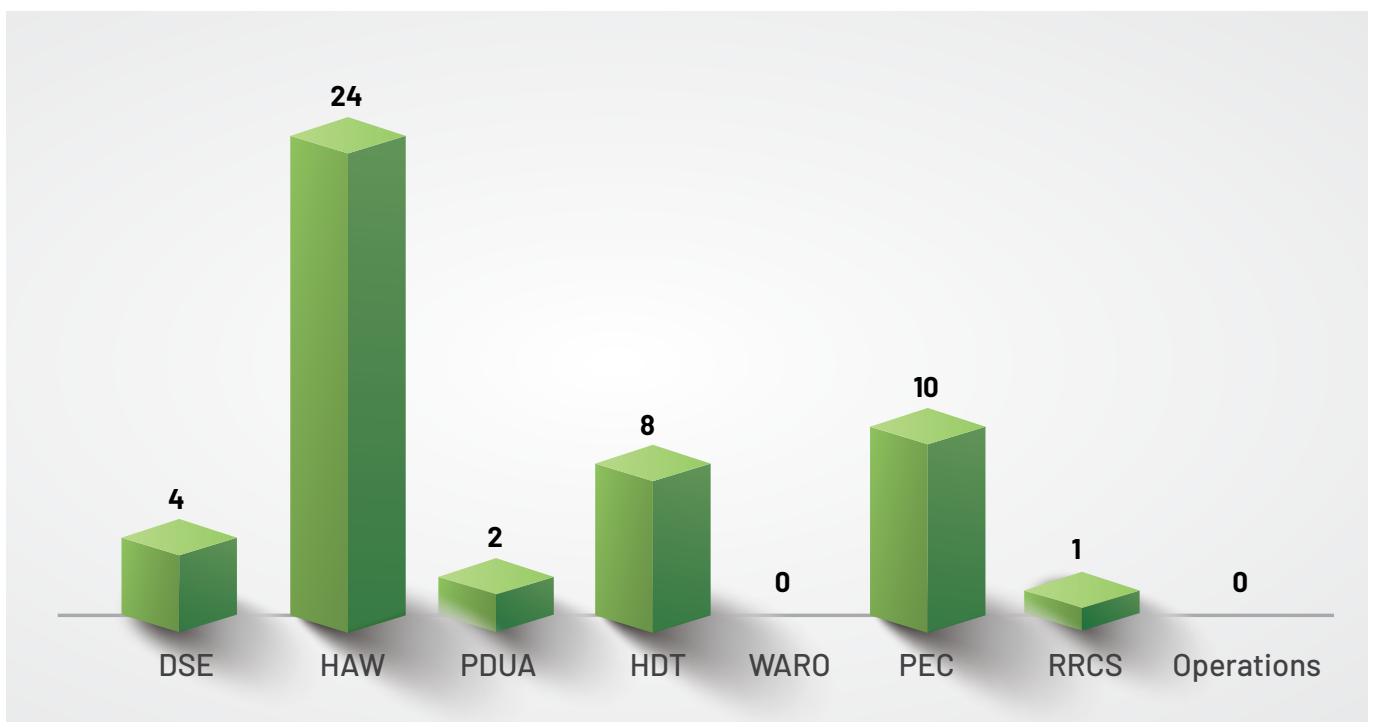


Figure 23: Blogs distributed by themes

## 2.2.2. Utilization of Data Repositories to inform R&D ecosystem in Africa

### Microdata portal

In this reporting year, there were 12 individuals from 9 institutions who requested data on microdata portal. The institutions were: APHRC, Yale University, London School of Hygiene and Tropical Medicine, Drexel University, Student at Dalhousie University, Bristol University, University of Szeged-Hungary, University of Wisconsin-Madison, CGD-Uganda.

### Other data repositories

The INSPIRE network implemented by DSE extracted data sets used in its training program from DataFirst which is an existing data repository. DataFirst is a research data service dedicated to giving open access to data from South Africa and other African countries.

## 2.3. Strategic Objective 2: Develop capacities to strengthen the research ecosystem in Africa and contribute to the development and implementation of a blueprint for Africa's self-sufficiency in R&D

### 2.3.1. Partnerships with Universities and Research Institutions

During this reporting year, there were 22 partner institutions working with CARTA. These were 13 African institutions and 9 non-African partners as shown in Image 2. The number of partnerships with universities and research institutions stayed the same in 2022 as in 2021 and 2020.

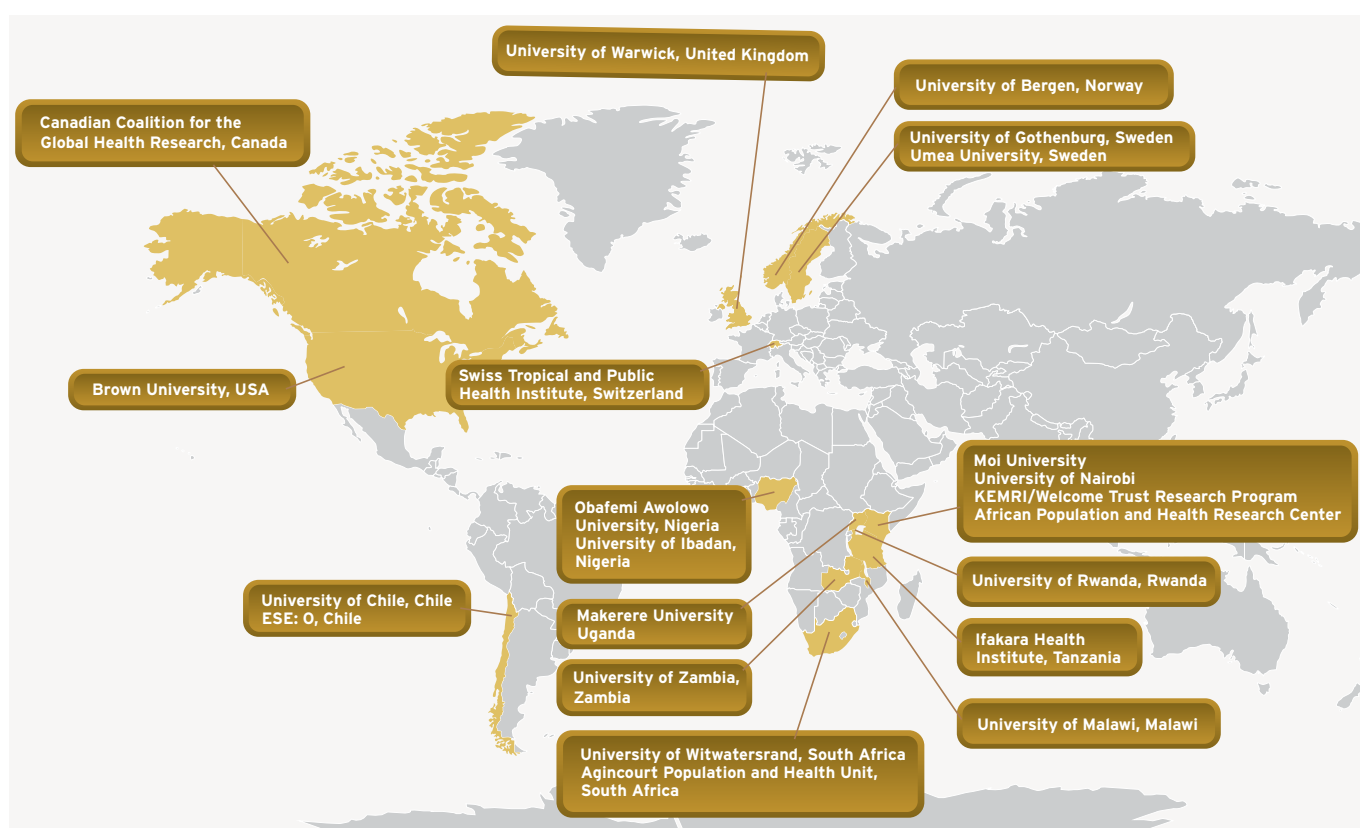


Image 2: Map of CARTA partner institutions

Joint Programming Initiative on Antimicrobial Resistance (JPIAMR) project implemented activities across 18 partner institutions in 13 African countries: Tanzania, Madagascar, Togo, Burkina Faso, Kenya, Uganda, Gambia, Mali, Mozambique, Democratic republic of Congo, Senegal, Malawi, and Zambia as seen on Image 3. There were 7 grantees in 2022 with 4 and 7 continuing grantees from 2021 and 2020 respectively.

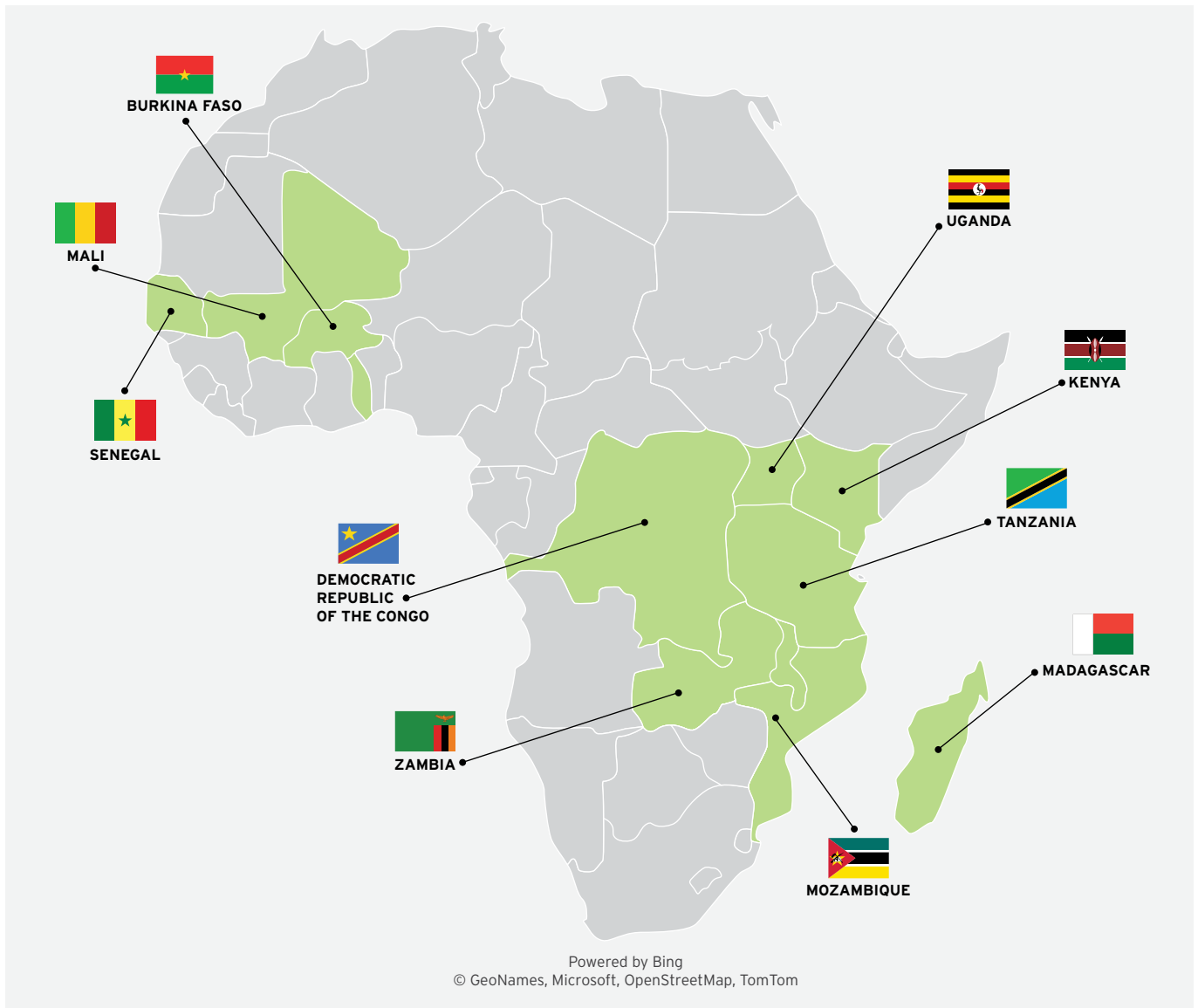


Image 3: Map of JPIAMR projects across countries

JPIAMR Implementing partner institutions continued to implement activities planned under their respective JPIAMR Projects. There were 2 new partnerships formed during the reporting period through the training program in RRCS. The two partnerships formed were through the European and Developing Countries Clinical Trials Partnership-Capacity Development of Applied Epidemiology (ECDTP-CDAE) program that involved the Amref International University (AMIU) and Jaramogi Odinga Odinga University of Science and Technology.

### 2.3.2. Fellowship Programs

There were 4 fellowship programs implemented under RRCS. These were: The Consortium for Advanced Research Training in Africa (CARTA) program, the African doctoral dissertation research fellowship (ADDRF), the Emerging Voices for Global Health, and the European & Developing Countries Clinical Trials Partnership-Capacity Development of Applied Epidemiology (ECDTP-CDAE) in the Training Unit.

In 2022, the CARTA program had a total of 117 fellows under doctoral, postdoctoral and re-entry fellowships. Figure 24 shows the trend of fellowships from 2019 to 2022. 2022 had the lowest number of fellows compared to the last three years, with 2022 seeing a 23% decrease in fellows compared to 2021.

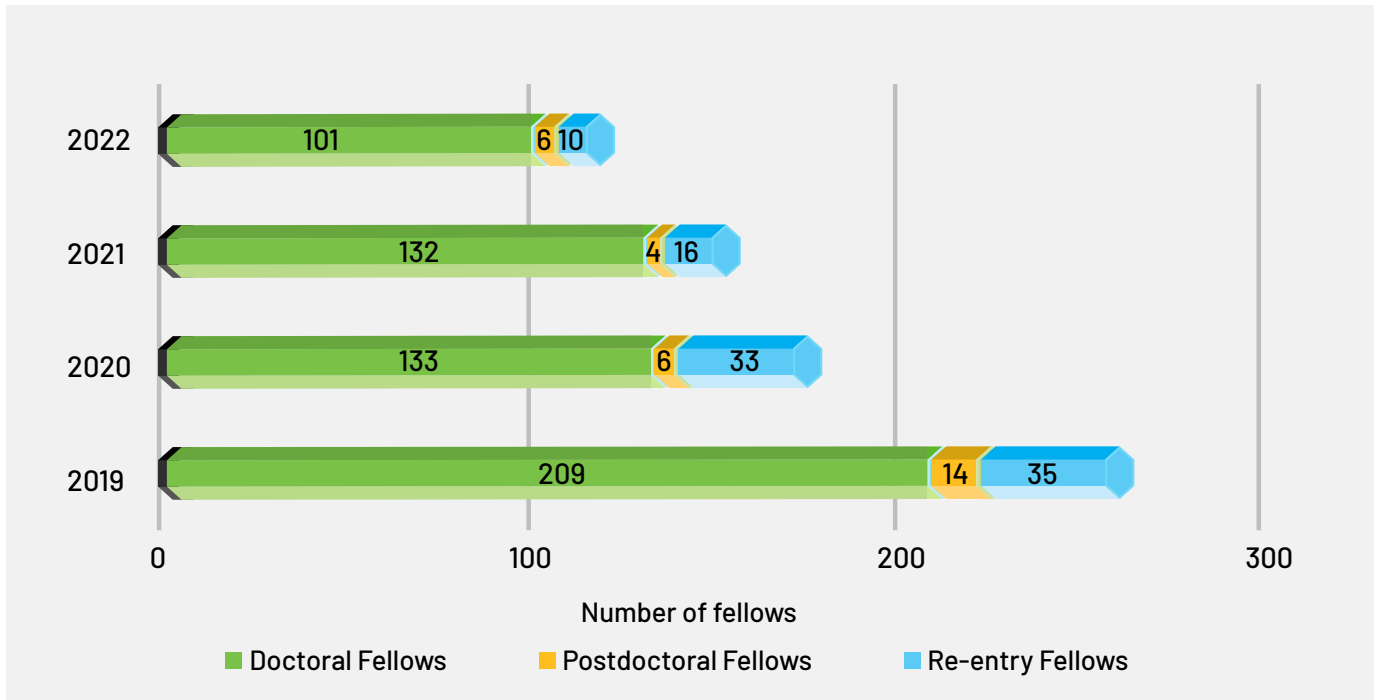


Figure 24: Trend of number of CARTA fellows by type of fellowship

There were 15 new fellows in 2022 (6 postdoctoral and 9 re-entry fellows). The program had 14 fellows graduating in 2022 (7 doctoral and 7 re-entry fellows), a decline compared 2021 where 30 fellows graduated. Figure 25 shows the trend for CARTA fellows who graduated since 2017. At the end of 2022, there were 102 ongoing fellowships (101 doctoral and 1 re-entry fellowship).



Figure 25: Trend of CARTA fellow graduates

The ADDRf program had a total of 220 fellows enrolled in the program since its commencement, with 178 fellows having graduated from the program. There were 41 ongoing fellowships at the end of 2022 with no new fellows and no fellows graduating.

In 2022, the emerging voices for global health (EV4GH) program offered 44 new fellowships with 38 fellows completing the face-to-face and distance learning.

The training unit through the ECDTP-CDAE program also offered 15 new masters fellowships where 8 fellows were hosted at AMIU and 7 fellows were hosted at JOOUST.

### 2.3.3. Publications by Fellows

CARTA fellows published 176 publications a decrease compared to 2021 and 2020. ADDRf fellows published 3 publications in 2022 the lowest number since 2017. Figure 26 shows the trend of CARTA and ADDRf publications by fellows.

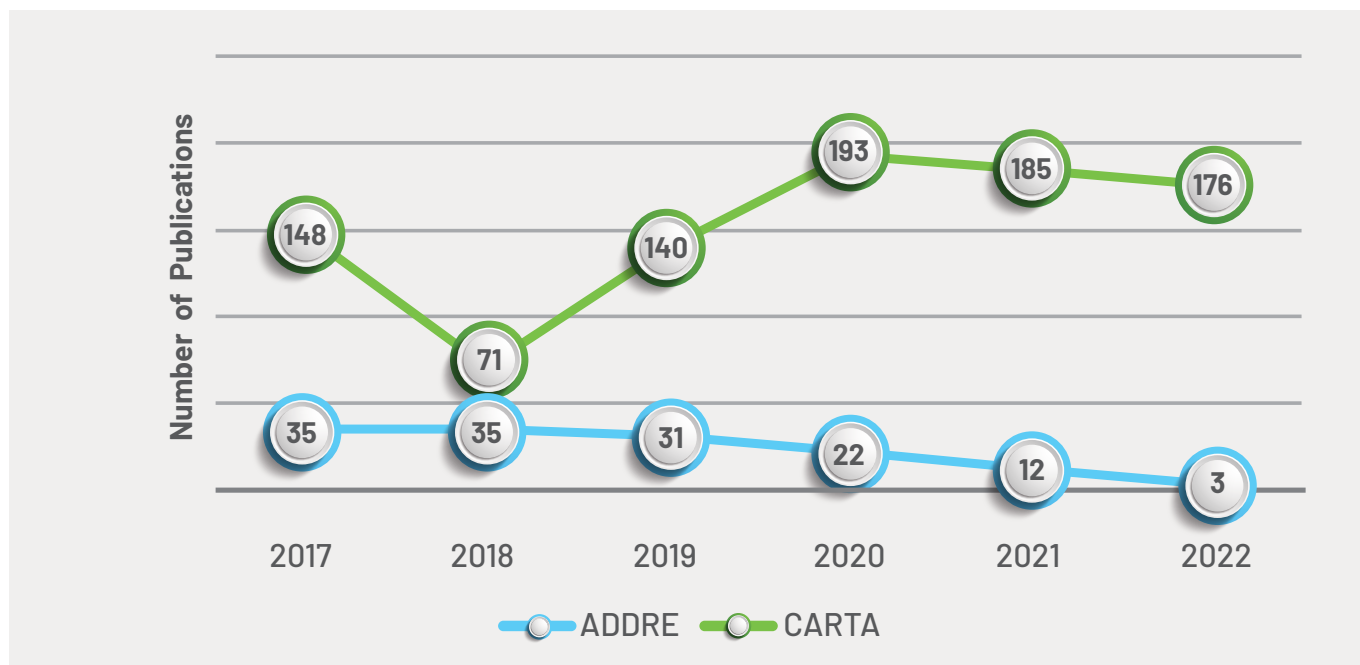


Figure 26: Trend of CARTA and ADDRf Fellows’ publications

### 2.3.4. Internships and Mentorship Programs

There were 25 interns who joined the Center through RRCS and were attached to various themes at the Center as seen in Table 2. This was an increase from 22 interns who joined in 2021 and 11 interns who joined in 2020. All the 25 interns completed their internship during this reporting period. The Table 2 shows the intern placement in various Themes.

Theme	Number of Interns
DSE	1
HAW	20
PDUA	2
RRCS	2
<b>Total</b>	<b>25</b>

Table 2: Number of interns in various Themes

### 2.3.5. Capacity strengthening Activities

#### Capacity strengthening for fellows and faculty

Capacity strengthening activities for fellows and faculty included the following:

1. The CARTA program facilitated capacity strengthening for fellows hosted by the University of Witwatersrand for JAS 2 cohort where 21 fellows participated and another for JAS 4 cohort hosted by Makerere University where 22 fellows participated.
2. The CARTA program facilitated capacity strengthening for faculty hosted by the University of Witwatersrand for cohort 10 fellows' supervisors that had 20 participants.
3. The CARTA program facilitated capacity strengthening for institutional Trainers of Trainers hosted by Makerere University for APAS with 22 participants in attendance, Kamuzu University of Health Sciences for SW with 50 participants in attendance and University of Rwanda for JASes with 23 participants in attendance.
4. The WHO-HRP Alliance Hub, as a research and training hub, facilitated capacity strengthening through training in research methodology, scientific writing, and publishing and value clarification and attitude transformation. There were 106 participants attached to the training hub in 2022.

### 2.3.6. Virtual academy

During the reporting period, a virtual academy (Moodle platform) was set up. This is the Learning Management System (LMS) that will be used to set up CARTA courses and where interactions with fellows will be for upcoming training. A community of practice (COP) platform has been set up for online learning Champions to exchange ideas and best practices. This will be operational after the targeted group completes the online training. There were 3 courses offered on the virtual academy in 2022, that is Reframing course, Introduction to Moodle and Online instructional design courses. The distribution of enrollment and course completion for each of the courses is as shown in Figure 27.

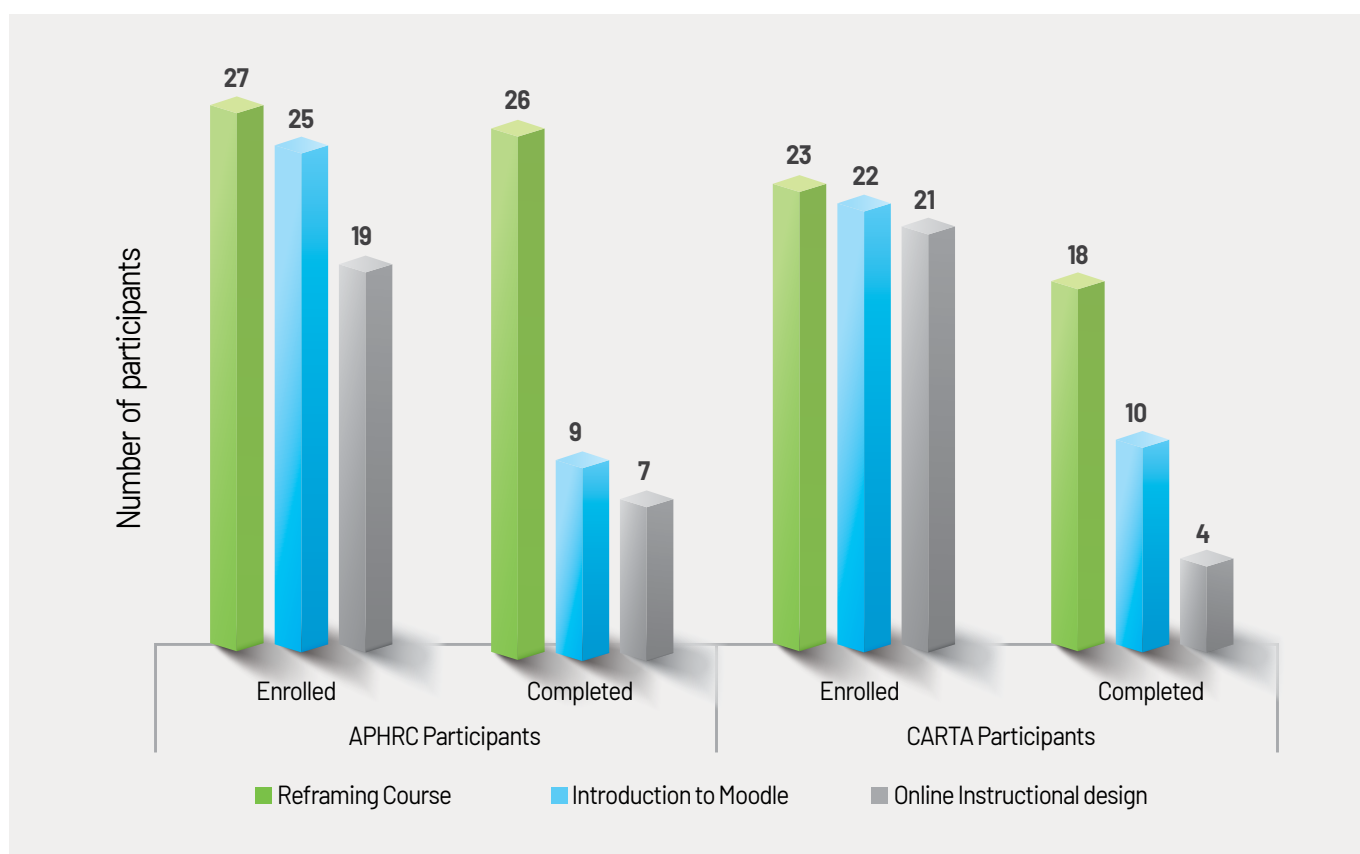


Figure 27: Participants of Courses offered in the virtual academy

The course completion rate among all participants for each of the courses offered on the virtual academy is as shown in Figure 28. The most completed course was the reframing course for both APHRC and CARTA participants with 87% of participants completing the course.

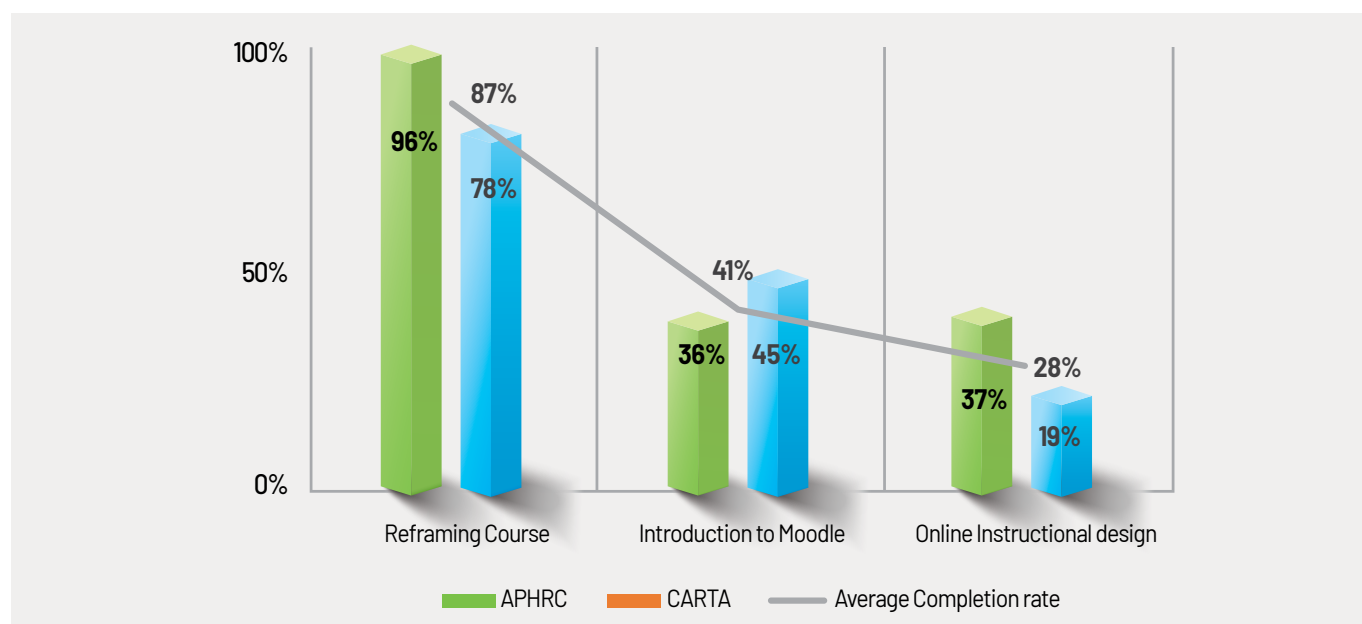


Figure 28: Virtual academy courses completion rate

### 2.3.7. Capacity strengthening activities organized by APHRC for APHRC staff and external participants (Training program)

The training program facilitated nine training courses either as bespoke or public offering. Two thirds (6) of the courses offered were bespoke while a third (3) were publicly offered. The number of participants increased from 297 in 2021 to 402 in 2022 with external participants accounting for 98% (284) of all participants in 2022. Table 3 shows the analytics for courses offered by APHRC.

Table 3: Analytics for courses offered by APHRC

Courses	Type of Offering	APHRC staff	External Participants	Total
1. Implementation Research	Public (NIH funded)	1	30	31
2. Violence against women and Girls (VAWG) Workshop, SIARP	Public (Spotlight)	0	38	38
3. Manuscript Writing	Bespoke (East African Community)	0	29	29
4. Scientific Writing and Publishing	Bespoke (WHO-HRP & ADDRf fellows)	11	26	37
5. Violence against women and Girls (VAWG) Data Workshop, SIARP	Public (Spotlight)	0	23	23
6. Advanced Research Methodology	Bespoke (EDCTP-CDAE Fellows and other students)	0	40	40
7. CaVAWPreS	Public (WHO-UN Women funded)	0	24	24
8. Violence against women and Girls (VAWG) Workshop, SIARP	Public (Spotlight)	0	55	55
9. Implementation Research	Public (NIH funded)	1	19	20
<b>Total</b>		<b>13</b>	<b>284</b>	<b>297</b>

### 2.3.8. Brown bags

Brown bags are fora for promoting dialogue and information sharing amongst colleagues within the Center. There were 13 brown bags organized during the year. This was an increase from 7 in 2021. HAW organized 6, HD 1, DSE 3, PDUA 1 and those organized for external speakers was 1. All brown bags sessions in 2022 were held virtually.

### 2.3.9. Strengthening Africa's R&D

Three institutions were identified for capacity building on skills required to develop Africa's research and development (R&D) infrastructure. The APHRC training unit under RRCS initiated discussions with the 3 institutions in 2022. These were:

1. Kabarak University, Kenya – General Training as a potential area of training
2. Afya na Haki Institute (Ahaki), Uganda - General Training as a potential area of training
3. ViiV Healthcare, North Carolina, USA - HIV and Implementation Science Training and Education as a potential area of training.

### 2.3.10. Career Development

Career progression and development of innovations by fellows are elements the Center strives to achieve in nurturing the next generation of African leaders. During this year fellows advanced in their career as follows:

1. Bolutife Olusanya, Cohort 4 of University of Ibadan was promoted to Professor of Ophthalmology
2. Nomfundo Moroe, Cohort 6 of University of the Witwatersrand and Mphatso Kamndaya, Cohort 1 of University of Malawi were promoted to Associate Professor position.
3. Beatrice Maina Cohort 6 of APHRC was promoted to Associate Research Scientist Position
4. Martha Makwero, Cohort 7 of University of Malawi was promoted to Research Coordinator Position.
5. Ernest Moya, Cohort 9 University of Malawi was promoted to senior research fellow
6. Kirsty Van Stormbroek, Cohort 9 of University of the Witwatersrand was promoted to senior lecturer position.
7. Glory Mzembe, Cohort 9 of University of Malawi was promoted to research leader position
8. Chinenywa Dorathy ohia Cohort 10 of University of Ibadan was promoted to Lecturer II.
9. Eunice Oluwatosin Olorunmoteni, Cohort 10 of Obafemi Awolowo University was promoted to senior lecturer position.
10. Mohammed Kassim, Cohort 4 of University of Dar es Salaam was promoted to senior lecturer position.
11. Stephen Wandera, Cohort 2 of Makerere University was appointed Director of the WHO research ethics committee.
12. Sara Nieuwoudt, Cohort 4 of Makerere University was appointed onto the International Steering Committee for the International SBCC Summit, which will convene in Morocco in December
13. Kudus Adebayo, Cohort 6 of University of Ibadan was appointed to the Editorial Board of the African Humanities Programme (AHP) Book Series.

## 2.4. Strategic Objective 3: Use research evidence and engage policy actors and practitioners for transformative change

### 2.4.1. Policy engagement

APHRC, in 2022, undertook policy engagement activities, with the Center participating in approximately 184 different engagements in 2022 and represented by staff who were either panellists, discussants, presenters or participants. The distribution of policy engagement activities per theme is as shown in Figure 29.

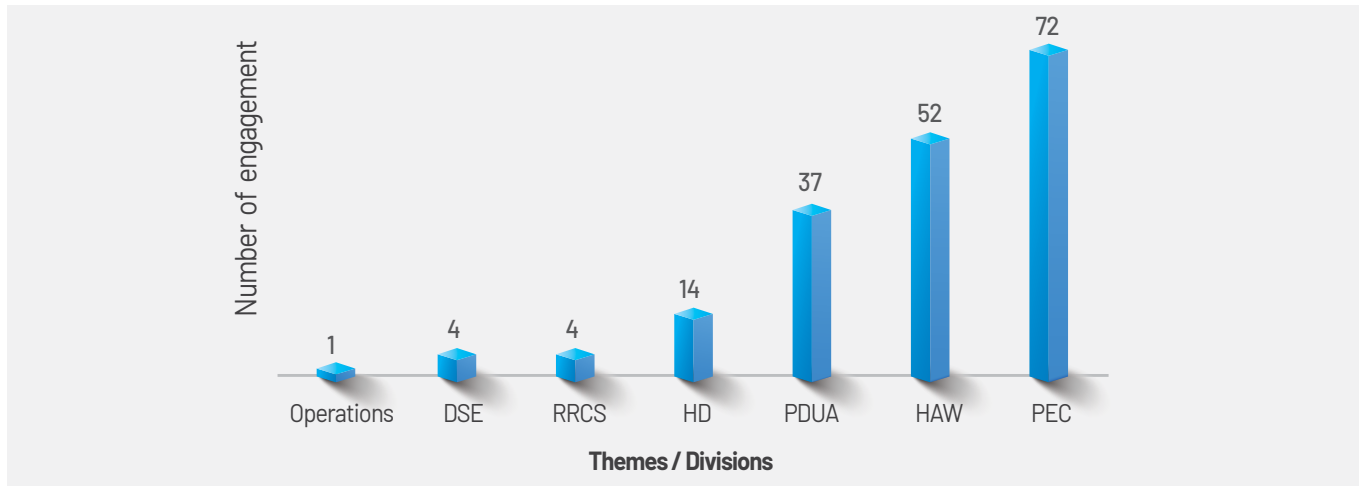


Figure 29: Number of policy engagements activities by Themes

The distribution of the different policy engagements across the different themes and divisions is as shown in Figure 30. The policy engagements highlighted include both virtual and in person sessions.

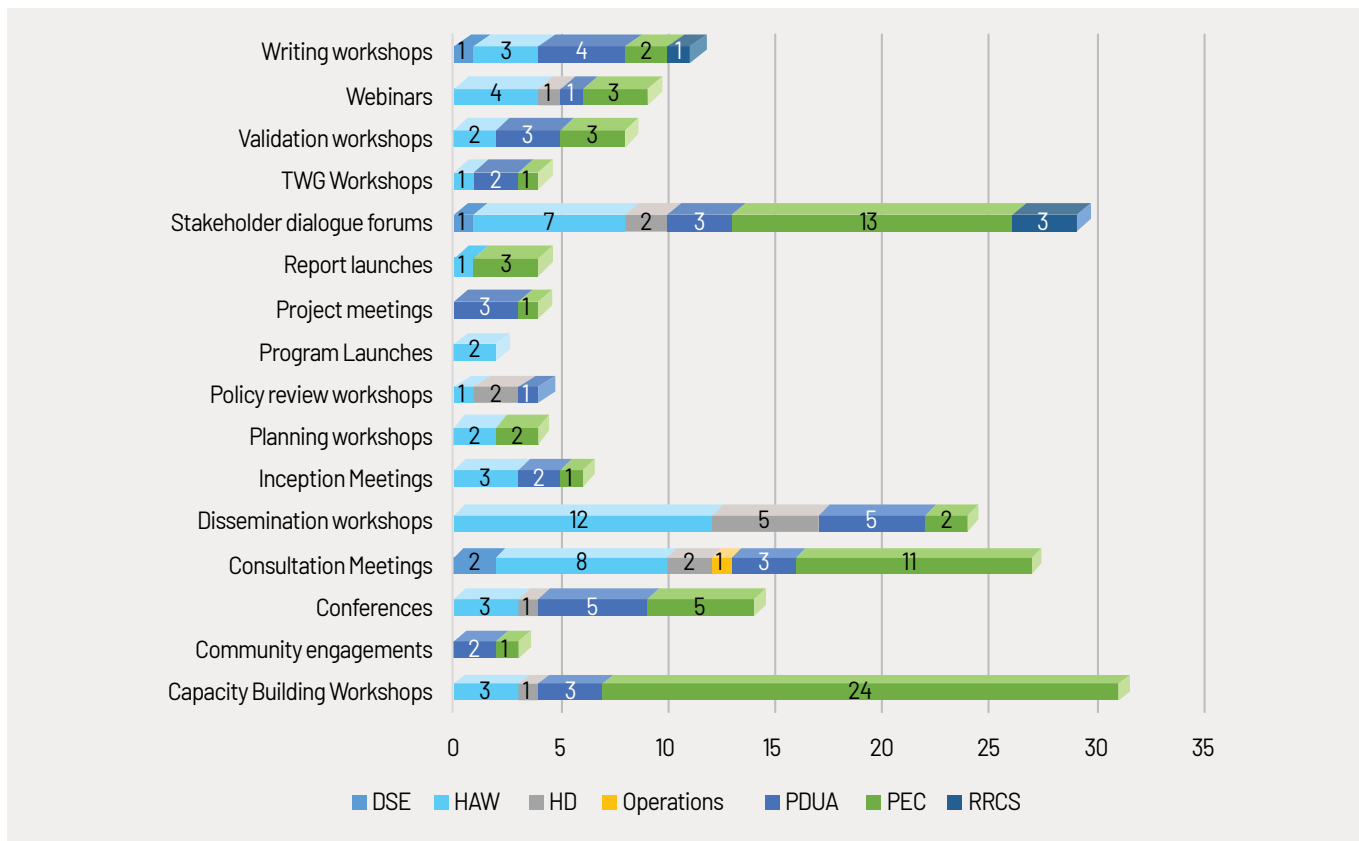


Figure 30: Distribution of Themes by policy engagements

The teams reported on the use of the signature issue approach (SIA) during the policy engagement activities. A total 148 of the 184 engagements provided feedback on the use of SIA with about 78% having used the signature issues approach as seen in Figure 31.

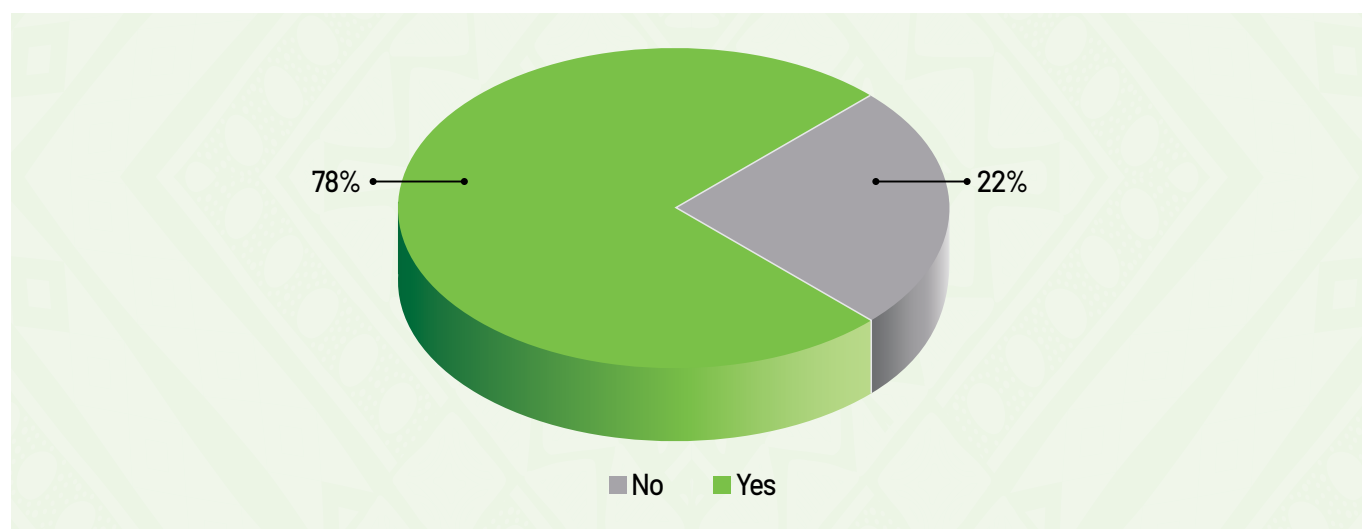


Figure 31: Proportion of engagements that used the signature issues approach

## 2.4.2. Notable policy engagements

- During the reporting period, APHRC through PEC launched the Community of Practice (CoP) implementation manual in Nairobi, Kenya. The manual seeks to improve the quality of childcare centers through supportive assessment. The manual handed over to the government contains the guidelines for implementing a CHV-delivered community of practice intervention to improve the quality of daycare centers in informal settlements. Among those in attendance were Government officials at the National, Nairobi Metropolitan Services, and Makadara and Ruaraka sub-County officials, as well as representatives from APHRC partners, i.e., Kidogo and Action Foundation. The participants expressed interest in the scale-up of the project to cover the whole of Nairobi County and even branched out nationwide. Researchers from APHRC expressed their commitment to giving technical support that would facilitate the transition process as possible using an implementation research approach.
- APHRC through PEC joined partners under the Right to Food Coalition, in launching the food manifesto. The APHRC team presented the manifesto's appeal to the government to address Kenya's food and nutrition insecurity challenges which paved the way for a panel discussion that further saw the manifesto's solutions highlighted. There was a lot of emphasis on the incoming government through the hashtag #FoodOnTheBallot to prioritize food security for all and build on resilient food systems. The event Launch involved partners such as the Rural Outreach Africa (ROA), Concern Worldwide, Nutri produce, Biodiversity and Biosafety Association in Kenya (BIBA), Inter-sectoral Forum on Agro-biodiversity and Agroecology (ISFAA), Consumer Grassroot Association, Kenya Organic and Agricultural Network (KOAN), PELUM Kenya and Route To Food.
- The National Sanitation Policy Advocacy (NSPA) Project developed the Political Economy Analysis (PEA) tool for conducting PEA. The process will be complemented by a policy, legal and institutional analysis. The tool is to be administered in either virtual or face-to-face interviews with programmers, national level policy makers, development practitioners, experts from think-tanks and other individuals working on various aspects of sanitation in the countries of focus.
- The NSPA also undertook documentation of the Kenyan National Sanitation Management Policy development process through a technical report and synthesis note. This will serve as a reference point in future policy making process involving other projects.

- Through the Challenging Politics of Social Exclusion project (CPSE), APHRC was allocated a speaking slot at the 51st SADC PF Plenary Assembly which is a first and an honor for the organization. The Executive Director delivered a speech at the Assembly which was graced by Members of parliament from all the 16 member states and the President and Vice President of the Assembly. APHRC also worked with the Secretariat team in implementing the communication strategy during the Assembly.
- The Spotlight Initiative team developed a course curriculum on gender transformative programming and engagement with AU Human rights Mechanisms. The team also submitted a statement and call to action on the state of civic development in Africa to the African Commission on Human and People’s Rights.

### 2.4.3. Alliances created with governments, civil society networks, regional, parliamentary and economic bodies etc.

As of 2022, APHRC was part of various national, regional, and global bodies in an effort to create alliances and partnerships. Various APHRC staff across divisions/theme were members of over 35 bodies and technical groups with governments, civil society networks, and regional, parliamentary, and economic bodies, including 24 technical working groups, 3 networks, 2 MoUs, 2 partnerships, 2 Technical committees, 2 Advisory Boards, and 1 University Council, as shown in Figure 32. APHRC was also part of 12 alliances. Annex 6 and Annex 7 give the lists of the alliance created and the list of technical groups and bodies APHRC is part of.

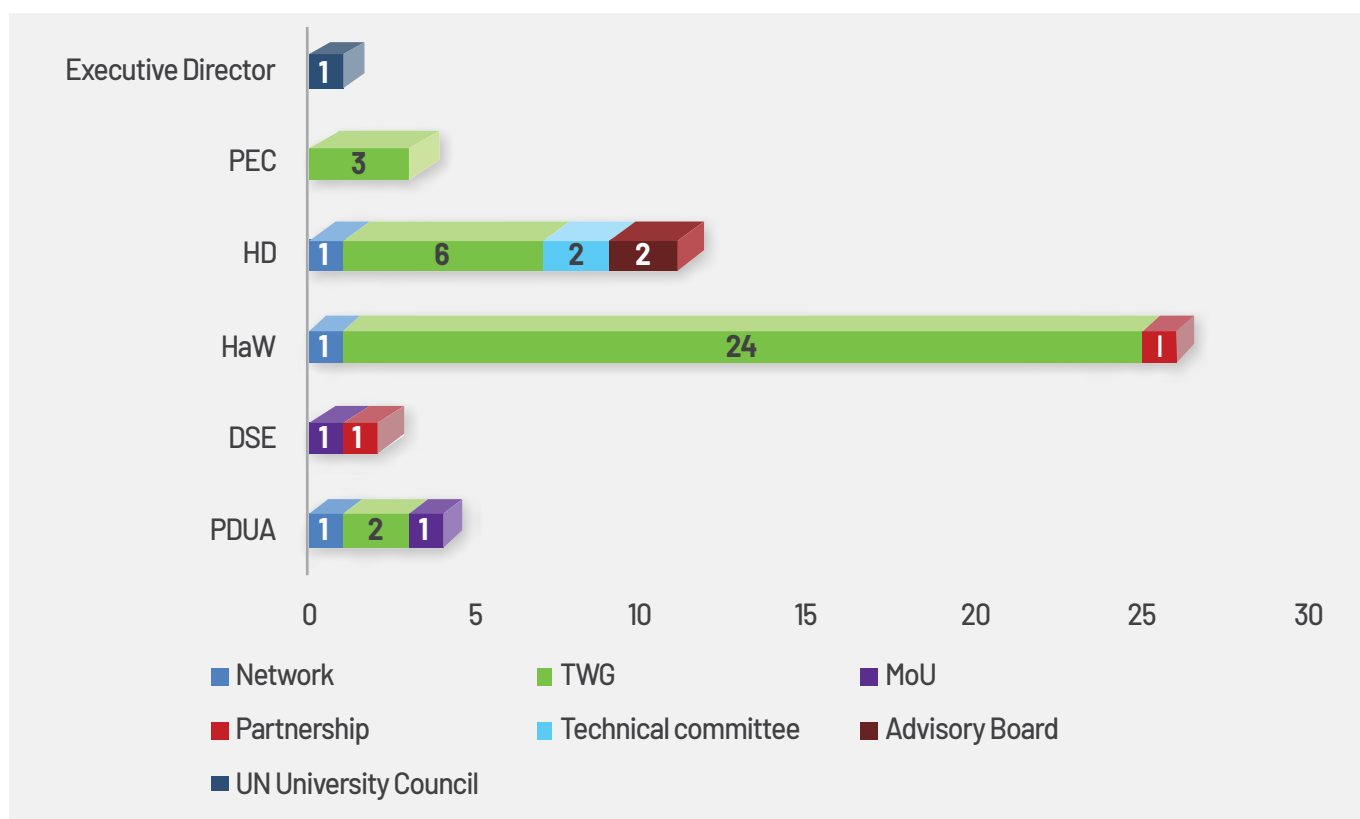


Figure 32: Number of alliances formed by themes


### 2.4.4. Social media campaigns, media hits and mentions of APHRC research

There were several social media campaigns conducted on various international days to mark particular events and issues. These were International Women’s Day, International Day of African Child, International Day of Older persons, International Day of the Girl Child, World Food Day, and the International Safe Abortion Day.

At the end of the reporting year, APHRC’s twitter handle (@aphrc) had the following analytics as indicated in Table 4. The table also compares 2022 performance with that of 2021. Followers, impressions, engagements and posts increased in 2022 compared to 2021. The link clicks however decreased in 2022. More detailed social media analytics for twitter in 2022 can be found in Annex 5.

**Table 4: Twitter Analytics in 2022**

Twitter Analytics	2021	2022	Variance
Followers	11,499	13,980	+2,481 (22% increase)
Impressions	900,732	1,170,220	269,488 (30% increase)
Engagements	34,258	57,036	+22,778 (66% increase)
Posts	267	763	+496 (185% increase)
Link clicks	7,337	4,918	-2,419 (33% decrease)



The Center also featured in different media during the year, with 84 media mentions and engagements in various print and online media as listed in Annex 4. This also included media appearances by APHRC staff, press releases and media publications featuring the Center’s work.



## 2.4.5. 2022 APHRC Policy-Wins

APHRC has been instrumental in contributing to various policy-wins across Africa through evidence-based policy engagement and advocacy. These policy-wins align with APHRC's 2022-2026 strategic plan, which seeks to transform lives in Africa by addressing key issues related to health, population, and development. By working in partnership with various stakeholders and using evidence-based research, APHRC continued to play a crucial role in shaping policies that promote the health and well-being of African communities.

Table 5 lists the policy wins that the Center contributed to/seeks to contribute to. APHRC will continue to assess and document these key outcomes.

Table 5: 2022 Policy-wins by theme

Themes	Policy-wins evidence Documentation
Human Development	<ol style="list-style-type: none"> <li>1. The Urban Education project provided evidence for the Alternative Provision for Basic Education and Training (APBET) policy and the development of a plan to build more public schools in urban informal settlements in Kenya. The evidence showed the importance of co-creation with policymakers and involving various stakeholders in the policy formulation process.</li> <li>2. The Gender and Education project generated primary data used to review the 2015 Education and Training Sector Gender Policy. APHRC's evidence contributed to the policy evaluation and capacity building of education stakeholders on the use of evidence to inform policy and the dissemination of policy messages to enhance uptake.</li> <li>3. The NECS project generated evidence to influence the ongoing revision of the Nairobi Childcare Facilities Act of 2017, showing that the childcare quality standards outlined in the Act may not be attainable by the majority of childcare facilities in informal settlements.</li> </ol> <p><u>In the pipeline:</u></p> <ol style="list-style-type: none"> <li>4. The Regional Education Learning Initiative - Data and Evidence project aimed to promote better data management and sharing and EIDM in the education sector in East Africa. The evidence generated will inform policies on learning outcomes, equity, and inclusion in education.</li> <li>5. The Regional Education Learning Initiative - Data and Evidence project aimed to promote better data management and sharing and EIDM in the education sector in East Africa. The evidence generated will inform policies on learning outcomes, equity, and inclusion in education.</li> </ol>
Data Science and Evaluation	<ol style="list-style-type: none"> <li>1. The APHRC's Data Science and Evaluation theme played a crucial role in contributing to the policy-wins through the ASRH FAYA project. The project provided evidence-based recommendations that informed the development of the new Adolescents and Young People Reproductive Health (AYPRH) policy. This policy aims to address the SRH needs of young people and adolescents in Kenya and will inform the implementation of various SRH interventions to generate evidence for decision-making.</li> </ol>

<p>Health and Wellbeing</p>	<p>The Health and Wellbeing theme at APHRC has contributed significantly to several policy wins across Africa. These include:</p> <ol style="list-style-type: none"> <li>1. Contribution to the East Africa Community (EAC) Sexual and Reproductive Health and Rights bill, 2021 in CPSE project.</li> <li>2. Contribution to the amendment of Kilifi County Maternal, Newborn and Child Health Act (MNCH), 2019 influenced partly by the findings from the Safe Choice project.</li> <li>3. Contribution to Safe Motherhood and Abortion Bill in Sierra Leone from the incidence of abortion study in the CPSE project.</li> <li>4. Working with UNAIDS and UCSF to develop an HIV Inequalities Framework and HIV inequalities toolkit in the DREAMS project.</li> <li>5. Kenya Roll out of Mh-gap guidelines for diagnosis and management of epilepsy and mental health illnesses in Nairobi County informed by epilepsy innovation Africa project. (EPIIna).</li> </ol> <p><u>In the pipeline:</u></p> <ol style="list-style-type: none"> <li>6. The Urban Nutrition strategy which is currently under development will be informed by some of the research conducted in informal settlements (e.g. research on health, food security, and nutrition).</li> <li>7. The Zero Hunger Initiative Team as part of the Right to Food Coalition are contributing to a right to food bill of parliament.</li> <li>8. Evidence from Maternal Child and Adolescent Nutrition (MCAN) will potentially inform the development of the national complementary feeding strategy.</li> </ol>
<p>Population Dynamics and Urbanization in Africa</p>	<ol style="list-style-type: none"> <li>1. The Population Dynamics and Urbanization in Africa program at APHRC contributed to the policy-wins through its Maternal Child and Adolescent Nutrition (MCAN) project. The project provided evidence to inform the development of the national complementary feeding strategy, which aimed at promoting optimal nutrition for infants and young children, and improving their health outcomes.</li> </ol> <p>This policy-win is aligned with the program’s strategic focus on improving the health and well-being of populations in Africa, particularly in urban areas where malnutrition and poor health outcomes are prevalent. By generating evidence on the importance of complementary feeding in improving child health outcomes, the program contributed to policy change that has the potential to positively impact the lives of millions of children in Africa.</p>



<p>Policy Engagement and Communication</p>	<p>The Center’s Policy Engagement and Communication has contributed to various the policy-wins by providing evidence and expertise on key policy issues and engaging with policymakers to ensure that evidence-informed policy decisions are made. Specifically:</p> <ol style="list-style-type: none"> <li>1. Provided evidence on the link between sanitation and health in Kenya, which informed the development of the Kenya National Sanitation Management Policy.</li> <li>2. Worked with Malawi’s Ministry of Water and Irrigation to provide evidence on the impact of poor sanitation on health, which informed the development of the Malawi National Sanitation Policy.</li> <li>3. Provided technical support and evidence to Mozambique’s Ministry of Health on the development of the Water and Sanitation Law.</li> <li>4. Worked with Malawi’s Ministry of Health to develop a sanitation strategy that prioritizes evidence-based interventions to improve sanitation and reduce health risks.</li> <li>5. Provided technical support to Sierra Leone’s Ministry of Health to develop National Guidelines on Quality of Post Abortion Care, which have been incorporated into the country’s health policies and guidelines.</li> <li>6. Provided evidence and technical support to Sierra Leone’s Ministry of Health to develop the Safe Motherhood Bill, which aims to reduce maternal mortality and improve maternal health outcomes.</li> <li>7. Working with Kenya’s Ministry of Health to develop a nutrient profile model that will inform the development of policies and guidelines to promote healthy diets and reduce the burden of diet-related diseases in the country.</li> <li>8. Contributed to the development of the statement by the African Commission on the Human and Peoples Rights (ACHPR) Special Rapporteur on Women Rights in Africa on the Global Day of Action for Access to Safe and Legal Abortion, by providing evidence on the impact of unsafe abortions on women’s health in Africa.</li> </ol>
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### Policy contributes to APHRC’s vision of transforming lives in Africa

In each of the policy contributions mentioned in this policy-wins, APHRC’s evidence generated has contributed to informing policy development or review in various areas, such as education, nutrition, childcare facilities, and reproductive health. By informing policy changes in these areas, APHRC aims to improve the lives of people in Africa, particularly vulnerable and marginalized populations, and to contribute towards achieving the Sustainable Development Goals (SDGs). The Center’s policy contributions are aligned with its vision of transforming lives in Africa by generating evidence to inform policies that can lead to better health, education, and overall well-being for the people in Africa.



## APHRC's policy-wins partners

APHRC has been able to achieve these policy-wins through collaboration with various partners across Africa, including:

- U-Tena Youth Organization
- Miss Koch Kenya
- Regional Education Learning Initiative (RELI)
- Kenya Institute of Curriculum Development (KICD)
- Rural Outreach Africa
- Route To Food
- WHH
- National Council for Nomadic Education in Kenya (NACONEK)
- Elimu Yetu Coalition
- East Africa Center for Human Rights
- FAWE Kenya
- Ministry of Health, Kenya
- Kenyatta University
- Loughborough University
- University of Southampton
- Ministry of Education, Kenya
- Office State Department for Early Learning and Basic Education
- Wellspring Philanthropic Fund
- London School of Hygiene & Tropical Medicine, Department of Population Health, Faculty of Epidemiology & Population Health
- Amref Health Africa.

## Challenges experienced during the process of using evidence to inform policies

During the process of using evidence to inform policies, the following challenges were encountered:

- In some cases, there was limited evidence on the specific policy issue or context, making it challenging to provide robust evidence to inform policy.
- Engaging policymakers to use evidence in policy development and implementation posed as a challenge, particularly when policymakers had their own agendas, timelines, and priorities.
- In some cases, policymakers did not provide clear guidance on how to use evidence to inform policy, which can be challenging for researchers.
- Government officials' reluctance to accept statistics. Government officials were sometimes sceptical about statistics they did not participate in generating, which could hinder the uptake of evidence in policy.
- Promoting data sharing in some contexts was challenging due to intellectual property and data security concerns, a lack of standardization of data sharing protocol, lack of technological capacity of some organizations, political and legal barriers due to the difference in data protection policies.
- In some cases, critical information that should inform policy formulation were left out due to not engaging all key stakeholders in the process.
- Changes in timelines and increased scope of work during project implementation without additional financial resources could pose a challenge.

## Key lessons learnt during the process of using evidence to inform the policy

The following are the key lessons learned during the process of using evidence to inform policies:

- Co-creation is essential to increase the uptake of evidence and ensure a link between evidence and the intended policy outcome.
- Policymakers should take the lead in the review of policy, while researchers should facilitate the process.
- Involving all key stakeholders in the policy formulation process is critical to ensure that the process is consultative and no critical piece of information is left out.
- Capacity building of policy actors is crucial to enhancing uptake and high fidelity of implementation.
- Creating a policy implementation plan is critical to ensure that the policy will be implemented as intended.
- It is essential to identify and plan to work with various stakeholders to ensure that no critical piece of information is left out.
- Communicating the progress and challenges to stakeholders is important to increase buy-in.
- Changing an organization's culture can be a slow and tedious process that requires patience and constant engagement.
- The perspectives of the users themselves are essential to consider as they are the ones whose lived experiences in relation to the policy are most critical.
- It continues to be important to sensitize key stakeholders of the objectives to ensure buy-in and uptake of evidence.

## 2.5. Strategic Objective 4: Strengthen operational efficiencies in systems and processes for maximum programmatic impact

### 2.5.1. Operationalization of Paperless systems

APHRC also had targeted to transition to paperless systems in 2022. A 'Going Paperless' committee was established during the reporting period to assess the potential processes that could go paperless and advise on the modalities. This committee managed to see several processes go paperless in 2022 as listed below:

- The procurement process.
- Contracts are now signed online via e-Sign.
- Most of the payment processes moved online with only a few complex payments remaining on paper.
- The approval process moved online and is done via e-Sign.
- The human resources unit partly transitioned by having soft files alongside the hard files for new staff.
- All the payment vouchers that are done online are stored online.



## 2.5.2. Human resources

There were 149 regular staff at the end of the reporting period 2022 compared to 175 at the end of 2021 as seen in Figure 33.

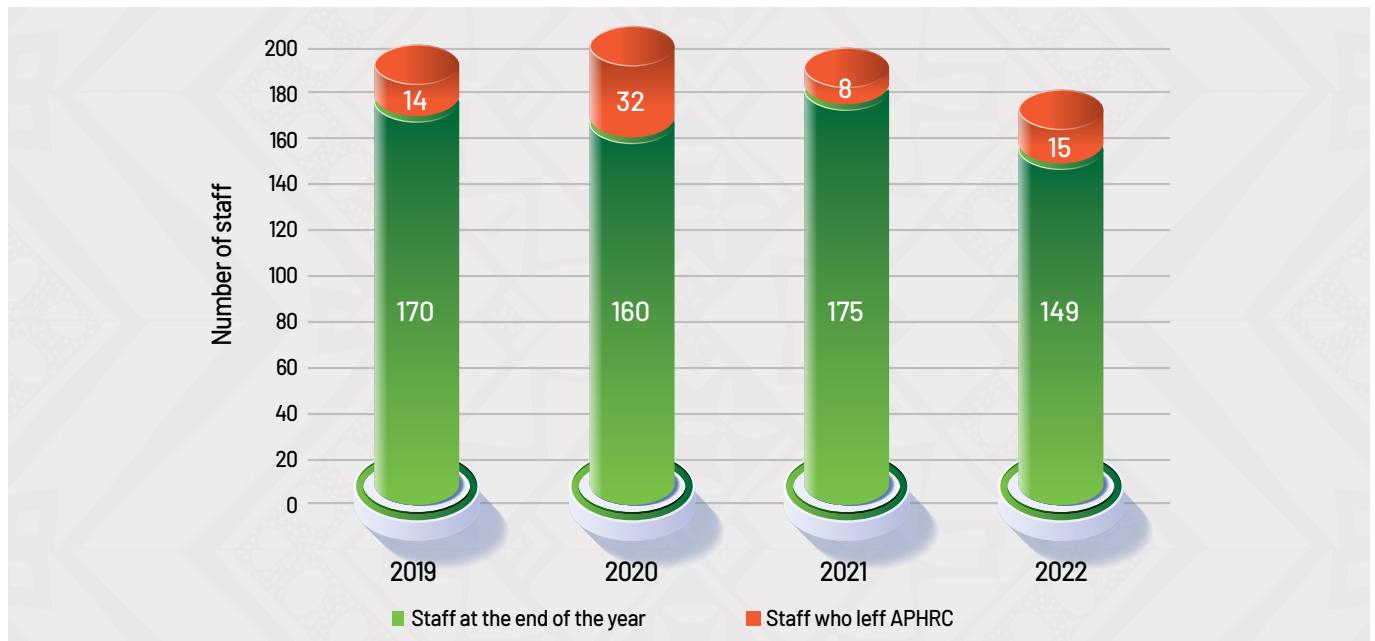


Figure 33: Trend of number of staff

The net turnover rate was 5.9% compared to 4.2% in 2021 as seen in Figure 34.

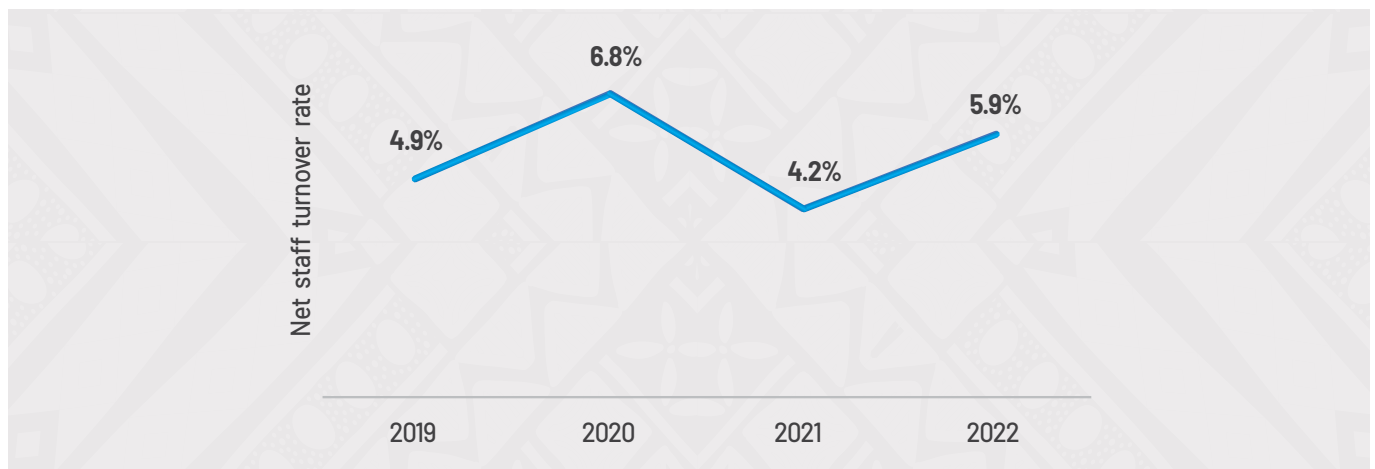


Figure 34: Net staff turn over rate trend

There was a total of 13 nationalities represented in the Center's staff: Kenya, Uganda, Rwanda, Cameroon, Nigeria, Malawi, Senegal, Burkina Faso, Ghana, United States of America, Spain, Somalia, Mali.

The Center engaged 1,764 temporary staff on short-term contracts during the year, a sharp increase from 482 temporary staff engaged in 2021. There were 173 consultants and a total of 32 interns engaged in 2022 (7 engaged through the human resources unit and 25 interns joining the Center through RRCS).

There were 85 female and 64 male staff by the end of the reporting period compared to 93 females and 82 males in 2021 as seen in Figure 35.



Figure 35: Distribution of employees by sex

### 2.5.3. Internal Audits and follow-ups

In 2022, the internal audit unit conducted 9 audits and the reports shared compared to 8 audits conducted in 2021. The audits conducted included:

- The procurement audit (which was carried over from 2021).
- The audit of management oversight of project planning implementation status audit of standard operating manual of APHRC Project (SOMAP) management requests.
- Two partners audit (Akademiya2063 and Kidogo Innovation)
- Audit of LoE effectiveness at the Center.
- Audit of fleet vehicle and asset management.
- Audit on implementation status of Data Protection Controls Regulations.
- Audit of controls of review of No Cost Extension and audit of facilities and administration.
- The review of the ERP utilization status was deferred to 2023.

Additionally, the internal audit unit conducted annual internal audit reporting and shared reports with the board and management. Follow-up audits were conducted to verify the implementation of proposed corrective actions.

In addition to these responsibilities, the audit unit reviewed and provided an opinion on the due diligence assessment form used by the Business Development Unit for its implementing partners. The unit also provided risk management training to HAW theme (SRMCAH, NFS, and ERID sub-themes) and JPIAMR.

### 2.5.4. Risk management

The Center set up a risk management office that was supported by the internal audit team. The office updated the Center's risk registers as part of the risk management coordination efforts. The Center now maintains an active register that is updated regularly and follow up action recommended based on the reported risks.

### 2.5.5. Facilities and Administration

The facilities unit was able to secure full rent and service charge from the tenant at the APHRC Campus (UNHCR) as well as support management initiatives for the new accommodation block at Ulwazi that involved management of the contract with Triatum. Alongside this, the facilities unit carried out Campus Improvements and major renovations: external repairs that included refurbishment of carwash, visitors parking drainage, staff cafeteria external shades and completion of phase 2 of security enhancement. Throughout the reporting period, the facilities unit was involved in management of suppliers and outsourcing contractor agreements.

### 2.5.6. Information Technology (IT) Unit

In 2022, the IT unit continued to support the Center in its information technology needs. They provided technical support and capacity building for staff while using various virtual platforms for communication and engagements. During the reporting period, the IT unit upgraded the ERP server, and the IT Staff undertook technical and cyber security training. The unit was invaluable in supporting the remote working of the Center staff.

### 2.5.7. Good Financial Grant Practices (GFGP) in partner institutions

In 2022, 23 institutions were engaged for GFGP certification as a standard in grant management. These were:

- |   |   |
|---|---|
| 1. Great Lakes University of Kisumu             | 13. Debre Markos University             |
| 2. Jigjiga University                           | 14. Armauer Hansen Research Institute   |
| 3. Wollo University                             | 15. University of Gondar                |
| 4. Arba Minch University                        | 16. KeMU University                     |
| 5. PAC University                               | 17. National Research Fund              |
| 6. Network of African Sciences Academies(NASAC) | 18. University of Medical Sciences Ondo |
| 7. Kenya National Academy of Sciences (KNAS)    | 19. Egerton University                  |
| 8. University of Embu                           | 20. Daystar University                  |
| 9. Chuka University                             | 21. Mizan Tepi University               |
| 10. Obafemi Awolowo University                  | 22. University of Rwanda, Rwanda        |
| 11. University of Ibadan, Nigeria               | 23. Moi University, Kenya               |
| 12. University of Witwatersrand, South Africa   |   |

Out of the 23 institutions, 4 commenced the due diligence by an external auditor. These were:

1. University of Rwanda, Rwanda
2. University of Ibadan, Nigeria
3. Moi University, Kenya
4. University of Witwatersrand, South Africa

Five institutions purchased new licenses as of December 2022. These were:

1. Great Lakes University of Kisumu
2. PAC University
3. National Research Fund
4. Network of African Sciences Academies(NASAC)
5. Kenya National Academy of Sciences (KNAS)

### 2.5.8. Performance of Key initiatives in the new strategic Plan

In 2022, the Center embarked on the implementation of the Strategic Plan 2022-2026 that included key initiatives. These were:

- The strategic shift organizing work into broader themes as seen in the new organogram as per the new strategic plan, so as to promote synergy and concentrate expertise within fewer units, as seen in Figure 1.

- Recruitment of a company secretary to ensure board efficiency.
- The strategic plan also embraced the systems thinking approach. In the reporting period, individual units and themes embedded the approach in their work plans through different strategies. However, the operationalization at the Center wide level is yet to commence through such initiatives as recruiting experts or organizing capacity strengthening activities on systems thinking.
- In terms of corporate governance, an audit committee was established as a stand-alone committee of the board. The process of setting the office of risk management and compliance commenced in 2022. The Center has an active risk register maintained and the risks monitored with proposed mitigation strategies implemented.
- The Center developed a framework to guide strategic issues and innovation during the first year of the strategic plan implementation. The framework outlined a structure through which support can be provided by the Center to develop long-term ideas and programs for sustained policy engagement. It would provide a bank of ideas that APHRC can draw on to submit to funders and partners and the process would promote synergy in line with current funding trends. The ideas were categorised as either big ideas or pipeline ideas to be led by senior and early career researchers respectively. Four big ideas and eight pipeline ideas from the different themes and divisions were selected to move on to the second stage of evaluation. 3 of the 4 ideas were awarded seed funding of USD 50,000 to pilot the ideas in readiness for external support and 5 of the 8 pipeline ideas were awarded USD 20,000 to continue to develop their ideas.

### 2.5.9. Finance sustainability

#### Unrestricted grants

The Center received a USD 15 million unrestricted grant during the reporting period from MacKenzie Scott and Dan Jewet. In line with the goals of enhancing the Center's financial sustainability and stability, an investment fund was set up with a minimum value of USD 8 million to be managed by a fund manager.

#### Fund management portfolio

There were also steps made toward increasing the fund management portfolio. In 2022, the Center targeted to develop a proposal for fund management, which was submitted to Fondation Botnar which was however not successful. Currently, APHRC is implementing one fund management project, JPIAMR, funded by SIDA that is being implemented in nine countries.

#### Funding Diversification

During this reporting year, as part of increasing private sector funding as part of funding diversification, the Center was awarded USD 161,000 from Novo Nordisk, a Danish multinational pharmaceutical company. New relationships were also harnessed to support investment in strategic initiatives and long-term commitment to systemic change. The Center collaborated with:

- ICLEI Africa on a multiyear EU proposal that was awarded.
- Meridian Institute on a USD 300,000 Lacuna Fund proposal, funded and that will be scaled up.
- AfECN on a strategic IDRC proposal that was funded.
- Climate Service Center Germany (GERICS) on a strategic Germany (BMBF) proposal that was funded.
- University of Copenhagen on a private sector proposal that was funded.



# CHAPTER 3

## M&E Key Challenges, Lessons learnt and Recommendations

This chapter looks at the key challenges that were observed during the M&E process for this reporting period and proposed recommendation to mitigate them as well as key challenges and lessons learnt during projects implementation.

### 7.1. Key Challenges during the M&E process and Recommendations

Key Challenges during the M&E process	Recommendations
Inefficient data flow and reporting processes from project level all the way to	<ul style="list-style-type: none"> <li>Need to have focal contact M&amp;E persons at the theme level that can facilitate and coordinate M&amp;E reporting at each theme. For example, program admins who are already supporting M&amp;E roles to some capacity in their respective themes.</li> </ul>
Need to have all the performance reports and have them under one repository	<ul style="list-style-type: none"> <li>The M&amp;E platform that is currently under development will seek to streamline the reporting templates and incorporate them into the platform. The platform will also act as a repository for these reports.</li> </ul>
Multiple reporting templates that are different for the monthly program updates, quarterly and annual reporting	
Lack of clear definition of terms that are new in this Strategic Plan 2022-2026 leading to discrepancy in what is reported. These terms include: Systems thinking, Signature issues approach, use of big data	<ul style="list-style-type: none"> <li>The responsible teams need to implement the activities that are linked to ensure the terms are clearly defined. For example, hiring of a systems thinking consultant to guide the Center on this topical area.</li> </ul>
Some indicator targets were not set by themes during the MEL Plan development even after continuous followups	<ul style="list-style-type: none"> <li>M&amp;E team will work with the teams to ensure the targets are incorporated during the scheduled MEL Plan review.</li> </ul>
Delays in implementing some of the activities as stipulated in the MEL implementation Plan	<ul style="list-style-type: none"> <li>Teams to work towards implementing the activities as per the timelines they indicated.</li> </ul>

## 7.2. Key Challenges during the projects' implementation

Key challenges from projects' implementation	Lessons learnt
<p>Challenges while collaborating with project partners that have led to project delays, which included:</p> <ul style="list-style-type: none"> <li>- Changes in scope of work from various requests by partners.</li> <li>- Delays in finalization of partnership agreements and contractual processes.</li> <li>- Slow response rate by partners on requests.</li> <li>- Administrative burden and demands due to different partner institution processes.</li> </ul>	<ul style="list-style-type: none"> <li>• There is a need to keep regular correspondences and follow-ups with the partnering institutions, including carrying out monitoring visits and progress review meetings, while also strengthening the project teams grant management capacities.</li> <li>• It is important to do some groundwork before taking on activities as the administrative lift can be quite heavy.</li> <li>• There is a need to anticipate unexpected outcomes and reschedule activities accordingly.</li> <li>• Need to identify, mitigate and monitor potential risks that come with partnering with institutions as part of project implementation so to avoid delays.</li> <li>• Continuously emphasize to teams the scope of work, roles and responsibilities in the inception report or terms of reference.</li> </ul>
<p>Challenges when partnering with government Ministries and institutions that included:</p> <ul style="list-style-type: none"> <li>- Prolonged bureaucratic processes of receiving government approvals and signing of MoUs.</li> <li>- Delays in implementing project activities as there are other competing priorities.</li> </ul>	<ul style="list-style-type: none"> <li>• Whenever government stakeholders need to be involved, the processes should begin as early as possible even before the actual project work begins to avoid delays.</li> <li>• Where possible teams can co-design and co-create proposals and projects with key stakeholders such as the Ministry.</li> <li>• Prior to project implementation identify focal persons within the Ministries to engage.</li> <li>• Clearly stipulate the expectations and roles and responsibilities.</li> <li>• The Center should continue mapping and signing MoUs with all relevant government entities that projects are most likely to work with.</li> </ul>
<p>Lengthy and delayed processes of obtaining ethical clearance and slow research systems leading to massive delays in data collection.</p>	<ul style="list-style-type: none"> <li>• Teams can work with focal points in the different countries to provide valuable support to the research team.</li> <li>• Sometimes having a conversation with someone face-to-face allows for a more fluid and dynamic exchange of ideas and collaboration.</li> <li>• There is a need to understand the different countries and institutional cultures.</li> </ul>

<p>Some human resources gaps due to staff turnovers</p>	<ul style="list-style-type: none"> <li>• Need for quick turnaround for replacement</li> <li>• Recruitment of temporary staff to assist on clerical jobs</li> </ul>
<p>Challenges in adherence to Center policies and processes and alignment to new structures. For example: Late submissions of imprest, accounting, timesheets, LOEs, procurement and payment requests. Late finalizations of donor reports, proposals, budgets sometimes even after reminders. The 2022-2026 Strategic Plan has new initiatives and new themes. Although some themes/ Divisions have been quick to align themselves with new themes and demands, there have been discrepancies in expectations, understanding and mind-shifting.</p>	<ul style="list-style-type: none"> <li>• Continuously sensitize and orient new and current staff on policies and procedures through induction meetings, program and staff meetings, brown bags and email communication.</li> <li>• Better planning and checklists with internal team deadlines.</li> </ul>
<p>Inconsistencies in staff performance as we continue to work remotely.</p>	<ul style="list-style-type: none"> <li>• Continued sensitization on work ethic and excellence, periodic check-in meetings, differentiated supervision and approach to individuals, deepened engagement and encouragement.</li> <li>• Regular checks on individuals and theme/ sub-theme meetings</li> <li>• Encourage staff to work from office from time to time and hold physical meetings.</li> </ul>
<p>General increase of workload in certain areas like IT support, HR support and general operations support, LOEs review, proposal development and budgeting, as there has been increased desk-based work resulting in numerous short-term awards with increased staff needs.</p>	<ul style="list-style-type: none"> <li>• Better planning, adequate human resourcing, smarter working and team engagement.</li> </ul>
<p>Delayed hires for consultancies for short-term projects and consultants not meeting project timelines</p>	<ul style="list-style-type: none"> <li>• Need for HR to expedite the hiring of consultancies for the short-term project.</li> <li>• Need to conduct proper due diligence with new consultants and keep a database of good consultants to engage in subsequent projects.</li> </ul>



# CHAPTER 4

# Key Priorities for the Year 2023

Each Theme identified the following key ticket items for the year 2023:

## Data Systems and Evaluations Theme

1. Operationalizing DASSA as the signature issues, and using INSPIRE network as a use case for the three core pillars of DASSA (capacity building, data sharing platform and data repository).
2. Hire key technical staff to support DSE synergy and data science.
3. Increase visibility of INSPIRE and DSE data science thematic work within and beyond the Center.

## Health and Well-being (HAW) Theme

1. Hold various regional workshops with key stakeholders SADC-PF, EAC/EALA, AU, other regional bodies.
2. Enhance synergy and collaboration with partners and other Themes.
3. Strengthen partnership with governments, regional bodies, national stakeholders, community and civil society organizations.
4. Implement signature issues.
5. Strategic fundraising for programs.
6. Capacity strengthening of staff on system thinking, signature issues, risk, quality assurance, project management, manuscript writing, advocacy and grant writing.
7. Continue with ongoing projects.
8. Attending and presenting at conferences.

## Human Development Theme

1. Solidify stakeholder engagement activities.
2. Identify cross-theme funding opportunities, including work with WARO.
3. Implement activities under ongoing and new projects.

## Population Dynamic and Urbanization in Africa Theme

1. Hold key meeting with stakeholders in the various ongoing projects.
2. Continue with funding activities.
3. Hold a SISTARs leaning cafe for women.
4. Implement activities under ongoing projects.

## Policy Engagement and Communications Theme

1. Finalize on the Signature Issues Approach.
2. Continue implementation of the Mbeteza board game.
3. Implement the APHRC policy engagement model.
4. Continue with the conceptualization of the PEC research.
5. Implement the APHRC@20 finale.
6. Implement activities under ongoing projects.

## Research and Related Capacity Strengthening Theme

1. Working with research institutions to undertake the GFGP process to certification.
2. Work with Nigeria, Ethiopia and Kenya to prototype of health system linkages with research institutions and create working systems.

3. Finalize a working Research Matching Platform that will link researchers and institutions to funding mechanisms.
4. Work with indexing agents to increase the indexing and visibility of researchers in Africa through increased visibility of their research output.
5. Institutions ranking using the readiness score.
6. Creation of communities of practice.
7. Creation of regional research hubs.

## **Operations Division**

### **Business Development Unit**

1. Fundraising aligned with the new strategic plan themes.
2. Centralized partnership management and finalization of the partners portal.
3. Strengthening of the business development function through enhancing requisite human resources.
4. General Operating Support to the Center.
5. Prioritize and execute the MEL Plan for 2023.

### **Measurement, Evaluation and Learning Unit**

1. Operationalizing of the M&E Platform.
2. Develop an impact tracking model.
3. Track and assess the implementation of the Strategic MEL Plan 2022-2026.

### **Information systems**

1. Set up failover systems/backups.
2. Artificial intelligence/ big data environment -build-up from various projects in-house.

### **Internal Audit**

1. Internal Audit: Assurance & Compliance activities.
2. Providing support to the risk and compliance office.
3. Follow up to ensure implementation of the corrective action/audit recommendation.
4. Reporting to the management and FRMC.

### **Facilities and Administration**

1. Secure general and motor vehicle insurance.
2. Secure full rent and service charge.
3. Support management initiatives for Ulwazi.
4. Implement audit recommendations.
5. Manage Maintenance suppliers and outsourced contractor agreements.
6. Various ongoing projects Planning & Management.
7. Continue to provide administration & General Support.

## Finance Unit

1. Continue with project financial reporting, transactions support Budget preparations.
2. Updating accounting and procurement manuals.
3. Improve organizational adherence to policies and procedures.
4. Make relevant returns to statutory authorities.
5. Improvement of various System including continued implementation of the new ERP system, timesheet system completeness and timeliness.
6. Financial review visits to partners.
7. Support the conduct of the following Audits.
8. Support to various initiatives including Ulwazi Place operations, Strategic Plan Implementation Process, Covid-19 Response team, Senegal Office and fund management.
9. Accounting staff to attend trainings.

## Human resources

1. Finalize the Job evaluation exercise and implementation plan.
2. Support programs in talent acquisition, staff orientation, staff training development programs, performance management.
3. Renew insurance schemes: medical, group life, GPA, evacuation for both HQ and WARO staff.
4. Continue to follow up on NITA reimbursements.
5. Monitor developments and changes in the labour laws and implement accordingly.
6. Staff refresher training on safeguarding and related policies as well as employee assistance programs.
7. ERP implementation and usage.
8. Staff satisfaction and engagement survey and implementation plan of its outcomes.
9. Continue with bimonthly wellness webinars and staff sensitization sessions on topical areas e.g. mental health, data protection.
10. Implement team building activities.
11. Address issues affecting staff at individual and group levels.
12. Participate in the Global Healthy Workplace Award.
13. Identify and implement various techniques to headhunt for senior level roles.





# CHAPTER 5

## Conclusion

Overall, APHRC has made significant progress in achieving its 2022-2026 strategic objectives in 2022. The Center's research and evidence-based policy contributions have the potential of positively impacting the lives of people in Africa, particularly vulnerable and marginalized populations, and contributing to achieving the Sustainable Development Goals.





# ANNEXES

## Published papers

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2. Ajayi, A. I., Ahinkorah, B. O., & Seidu, A. A. (2022). "I don't like to be seen by a male provider": health workers' strike, economic, and sociocultural reasons for home birth in settings with free maternal healthcare in Nigeria. *International Health*. <https://doi.org/10.1093/inthealth/ihac064>
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## Annex 2 APHRC Blogs and Articles

1. Applications of nighttime light data in international development research by Moussa Bagayoko, Damazo Kadengye, Cynthia Runyenje, Aayush Malik, Ran Goldblatt.
2. Mapping the impact of urbanization on vegetation in Nairobi, the 'green city in the sun' by Michelle Mbutia, Francis Kiroro, Aayush Malik, Ran Goldblatt.
3. Geospatial data for measuring vegetation impact on agricultural productivity by Dennis Akeyo, Henry Owoko, Aayush Malik, Ran Goldblatt.
4. Machine learning and remote sensing: new evaluation tools, especially to measure land-use by Sylvia Muyingo, Moussa Bagayoko, Aayush Malik, Ran Goldblatt.
5. Working with local communities to overcome adverse events by Salma Musa-Mkanga.
6. Breaking the Bias: Getting adolescent mothers back in school by Asego, C. Kabiru C.
7. The agony of living with Lupus disease by Opondo Winnie
8. The changing face of Violence against Women and Girls (VAWG) Charity by Waweru-Mwangi and Jane Mangwana.
9. Abortion in Kenya and Benin: medical safety isn't enough women and girls need to feel safe socially too by Ramatou Ouedraogo, Grace Kimemia and Jonna Both.
10. Why sexual and reproductive law for East African countries is being resisted by Anthony Ajayi and Nicholas Etyang.
11. Unintended pregnancy rates are highest in Africa: a look at the complex reasons by Anthony Ajayi.
12. "Enhance innovation and optimize complementarity of existing and new malaria tools for complete eradication." by F. Wekesah, & A. Ziraba.
13. Ebola outbreak in Uganda: the health system has never been better prepared by A. Ziraba.
14. Maternal and Child Healthcare Isn't Reaching Everyone in Urban Sub-Saharan Africa by Amanuel Abajobir, Estelle Sidze and Frederick Wekesah.
15. Planetary Health in Africa: a multi-sectoral approach matters by Pauline Bakibinga.
16. Keeping the conversations going among adolescents despite challenges caused by the COVID 19 Pandemic by Asego, C. S.
17. How is the Pandemic Affecting Low-Cost Private Schools? Evidence from Nairobi. By Ali., A., Habimana, O. , Muchira, J. , Ngware, M. and Perakis, R.
18. A time to rethink special education institutions in Kenya by Kiru, Elly.
19. Charades: A Simple Game? Think Again by Kiru, Elly.
20. Equity and not Equality: Licensing Day Care Centers in Nairobi's Informal Settlements by Waweru-Mwangi, C., Oloo, A., Amboka, P. and Nampijja, M.
21. Open education resources offer many benefits: how to remove obstacles by Ochieng, V. O., & Gyasi, M. R.
22. Leveling the ground for women in healthcare leadership for sustainable development in Africa by APHRC.
23. Maternal and Child Healthcare Isn't Reaching Everyone in Urban Sub-Saharan Africa by Amanuel Abajobir, Estelle Sidze and Frederick Wekesah.
24. Why Mothers in Slums Use Informal Daycare Centers by Margaret Nampijja, Linda Oloo, Patricia Kitsao-Wekulo, Charity Waweru-Mwangi and Ruth Muendo.
25. To live and learn: Opportunities for early learning for children in a rural Maasai environment by Elizabeth Mwaniki.

26. FSL Nairobi builds the capacity of community organized groups in innovative urban farming and agribusiness by Everlyn Kasina, Antonina Mutoro, David Osogo, Faith Kathoka, Maureen Gitagia, Florence Sipalla, Michelle Mbuthia, and Elizabeth Kimani-Murage.
27. A scoping review on inequities in healthcare costs in cities by Noemia Siqueira, Helen Elsey, Jinshuo Li, Penelope A Phillips-Howard, Zahidul Quayyum, Eliud Kibuchi, Md Imran Hossain Mithu, Aishwarya Vidyasagaran, Varun Sai, Farzana Manzoor, Robinson Karuga, Abdul Awal, Ivy Chumo, Vinodkumar Rao, Blessing Mberu, John Smith, Samuel Saidu, Rachel Tolhurst, Sumit Mazumdar, Laura Rosu, Sureka Garimella
28. Community based radios in research validation and dissemination by Caroline Kabaria, Ivy Chumo & Blessing Mberu.
29. Why we should care about aging and long-term care: A personal journey by Florence Sipalla.
30. The formality of informality by Ivy Chumo, Abu Conteh, Smiriti Jukur, Lilian Otiso, Samuel Saidu and Linda Waldman.
31. When correlation does not imply causation: How is research perceived in the community? By Phylis Busienei and Christine Amondi.
32. APHRC hosts grants management workshop for researchers tackling Antimicrobial Resistance by PEC.
33. Capitalizing on radio in response to a pandemic-curveball by Michelle Mbuthia, Beatrice Maina, Vivian Nyakangi and Martin Bangha.
34. Celebrate that silent' chief executive' in your office by Opondo, Winnie.
35. CUSSH enrichment hosts a celebratory event in Kisumu, Kenya by PEC.
36. Early Childhood Development (ECD) sector financing, investment, and budgeting: Where do stakeholders go wrong? By Patrick Amboka, Dr. Patricia Kitsao-Wekulo, Dr. Margret Nampijja, Silas Onyango, Linda Oloo, Keneth Okello, Ruth Muendo.
37. It takes a village: Reflections on Early Childhood Development in Kajiado County by CharityWeru Mwangi.
38. Leveraging on youth action to promote sustainable waste management practices by PEC.
39. Rwanda: LGBT rights are protected on paper, but discrimination and homophobia persist by Emmy Kageha Igonya.
40. Spotlight: Empowering small-holder farmers for sustainable food production by Michelle Mbuthia.
41. Strengthening Africa's capacity to deal with COVID-19 and future pandemics by Michelle Mbuthia.
42. Take Five with Dr. Chrissie Thakwalakwa by Michelle Mbuthia.
43. APHRC's Approach to Policy Engagement by PEC.
44. Breaking the Bias: Getting adolescent mothers back in school by Cathy Asego, Caroline Kabiru, and Michelle Mbuthialu.
45. A Spotlight on the Best Practices in Research on Violence against Women and Girls by Charity Waweru-Mwangi and Florence Sipalla.
46. Trust– the currency for young people and mental wellbeing by Elizabeth Mwaniki and Fredrick Wekesa.
47. The Development of the First Regional Action Plan for Africa on Elimination of Violence against Women and Girls by APHRC.
48. A nutritionist in Kenya shares advice for prospective students by Opiyo, R.
49. The frontline: Building the next generation of Africa's epidemiologists by Hesborn Wao.

### Annex 3 APHRC Funders/Donors

1. Africa Research Excellence Fund (AREF)
2. African Population Health and Research Center (APHRC)
3. Amsterdam Institute For Global Health & Development
4. AXA Research Fund
5. Bill & Melinda Gates Foundation (BMGF)
6. Brac Institute of Governance and Development (BIGD)
7. British Academy
8. Brown University
9. Carnigie
10. Center for Global Development (CGD)
11. Children's Investment Fund Foundation (CIFF)
12. Columbia University
13. DAAD
14. Danida
15. Department for International Development (DFID)
16. Echidna Giving
17. EDCTP
18. ELHRA
19. European Union
20. FSD
21. GAVI
22. GCRF University of Glasgow
23. Grand Challenges Canada
24. Hewlett Foundation
25. HIVOS
26. IAGG 2016
27. IDAIR-IHEID
28. IDRC
29. Indepth
30. Institute of Tropical Medicine (ITM) Antwerp
31. International Union for scientific study of population (IUSSP)
32. Italian Agency for Development Cooperation
33. Kenya Medical Research Institute
34. Liverpool School of Tropical Medicine-LSTM
35. London School of Hygiene & Tropical Medicine-LSHTM
36. Loughborough University
37. Lund University

38. Medicines for Malaria Venture (MMV)
39. National Institute for Health Research
40. National Institutes of Health (NIH)
41. New Venture Fund
42. Norwegian Agency for Development Cooperation (NORAD)
43. Novo Nordisk Foundation
44. Open Society Foundation
45. Oxfam-Ibis
46. Policy Cures Research
47. Population Council
48. Population Reference Bureau
49. Reckitt Global Hygiene Institute (RGHI)
50. Rockerfeller Foundation
51. RTI International
52. Rutgers
53. SIDA
54. Slovak Agency for International Development
55. Tetra Tech Technologies
56. The Guttmacher Institute (GI)
57. The University of Queensland
58. TMG Research gGmbH
59. UKRI GCRF/ Newton Fund Agile
60. UKRI-MRC
61. UN Women
62. UNDP
63. UNFPA
64. UNICEF
65. UNICEF - USA
66. Unilever
67. University College London (UCL)
68. University of Ghana
69. University of Michigan
70. University of Warwick
71. Uppsala Monitoring Center (UMC)
72. Wellcome Trust
73. WellSpring Philanthropic Fund (WPF)
74. WHO
75. Wits Health Consortium

## Annex 4 Media mentions engagements in print and online media

1. "40pc of adolescents suffer mental illness, says study"; KNAHMS study by Yohannes Wado and Frederick Wekesah referenced in Daily Nation.
2. #JSOWednesdays | Mental Health; Estelle Sidze interview on Capital FM.
3. Abortion in Kenya and Benin: medical safety isn't enough – women and girls need to feel safe socially too by Ramatou Ouedraogo and Grace Kimemia in The Conversation Africa.
4. Abortion in Kenya and Benin: medical safety isn't enough – women and girls need to feel safe socially too by Ramatou Ouedraogo and Grace Kimemia republished in Modern Ghana.
5. Abortion in Kenya and Benin: medical safety isn't enough – women and girls need to feel safe socially too by Ramatou Ouedraogo and Grace Kimemia republished in AllAfrica.
6. Abortion in Kenya and Benin: Other than safety, women and girls need to feel safe socially too by Ramatou Ouedraogo and Grace Kimemia in The Star.
7. Adolescent mothers decry stereotyping; APHRC PROMOTE study mentioned in Africa Brief.
8. African universities urged to increase research visibility by Evelyn Gitau mentioned by The University of Nairobi publication.
9. Africa's Population Boom May Boost Economy, Global Relevance by Blessing Mberu republished in AllAfrica.
10. Africa's Population Boom May Boost Economy, Global Relevance by Blessing Mberu republished in Finland.
11. Africa's Population Boom May Boost Economy, Global Relevance; Blessing Mberu interview on Deutsche Welle.
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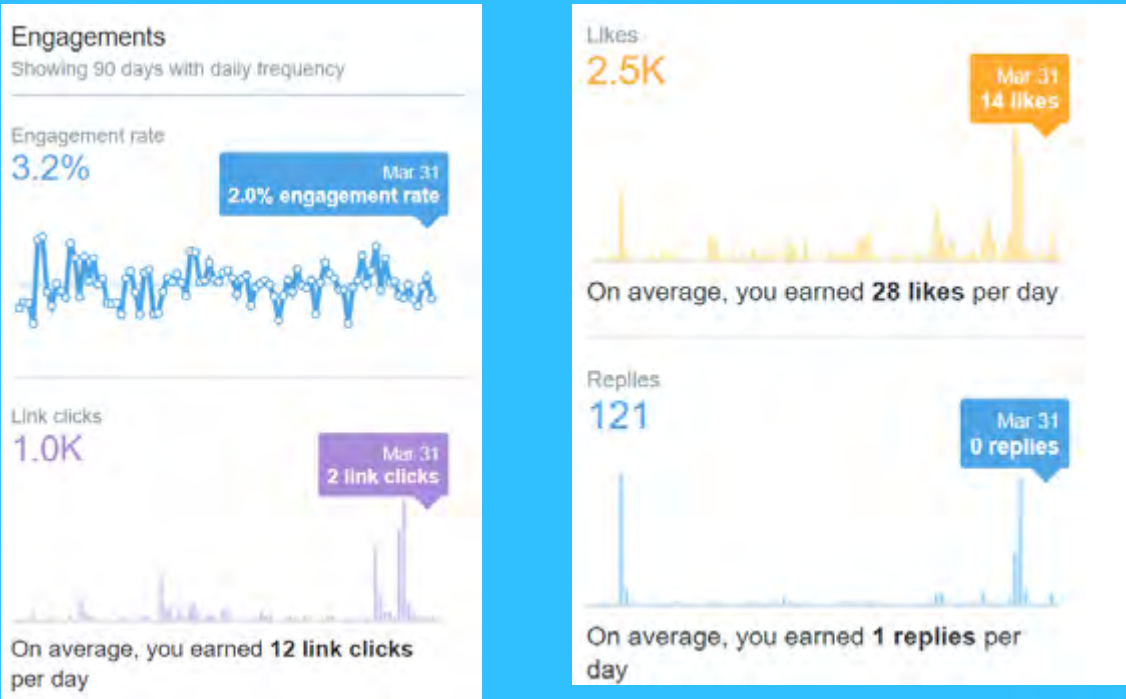




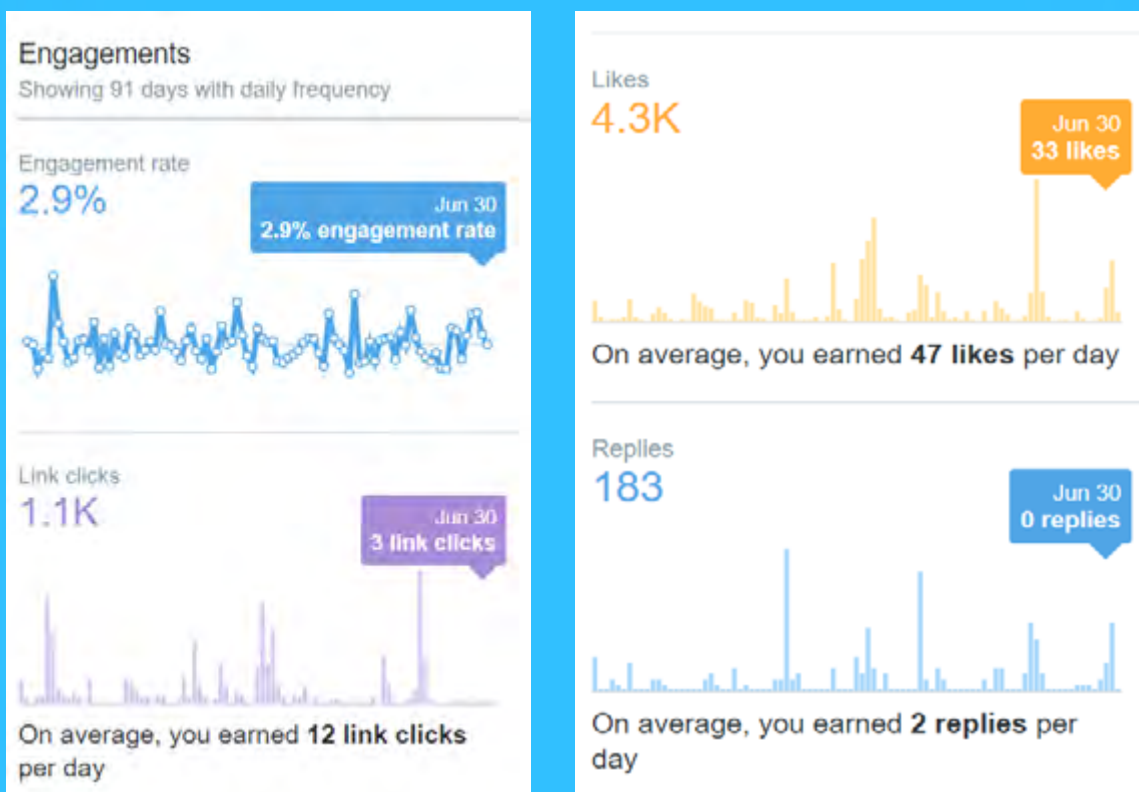
## Annex 5 Social media analytics for Twitter

Jan- March

Tweets earned 270.5K impressions over this 90 day period

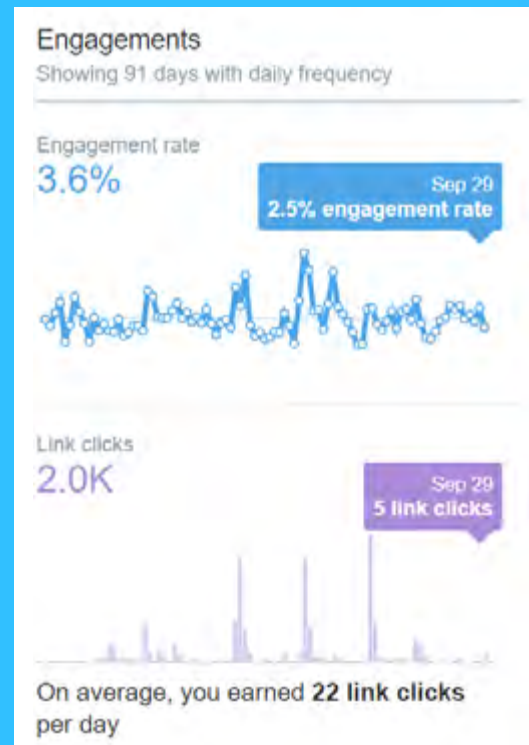


- April- June- Your Tweets earned 378.3K impressions over this 91 day period

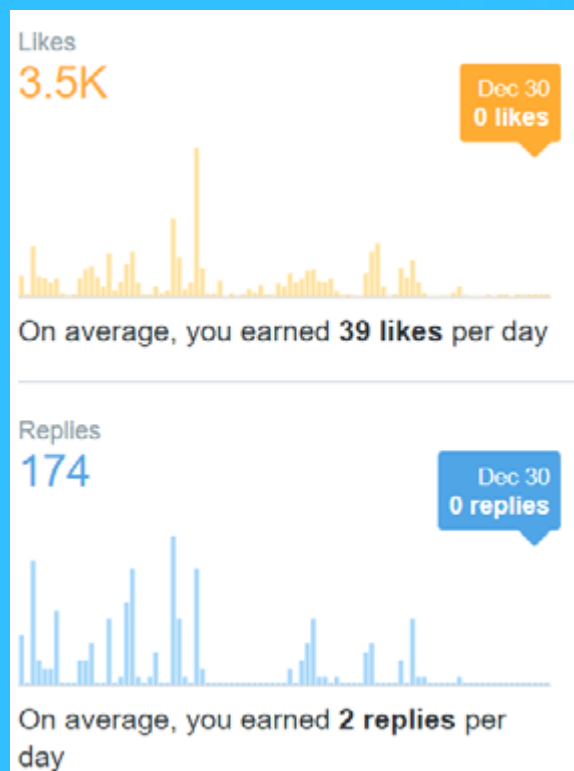
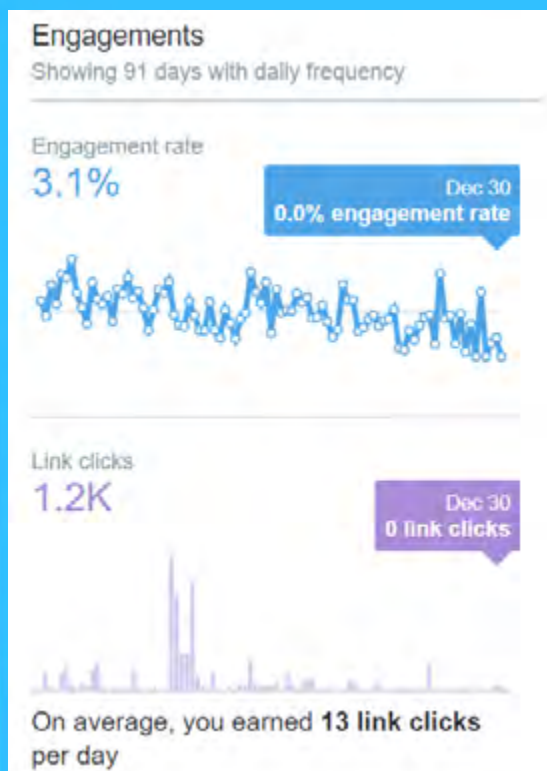




July- September- Tweets earned 354.1K impressions over this 91 day period



- October- December  
Tweets earned 335.2K impressions over this 91 day period



## Annex 6 APHRC participation in national, regional, and global technical working groups around the signature issues/ focus areas/focus areas and

### Data Science and Evaluation

- Panel member on the launch of the I-DAIR GDM tool for mental health research in Africa, October, 2022
- Member of the Global data sharing reference group - held virtually in New York, August 2022
- Participant at the Activity priority setting for year 2022 for Kenya, Directorate Of Health Policy, Research, Monitoring And Evaluation MoH Kenya, February 2022

### Health and Wellbeing

- Caroline Kabiru is a commissioner in the Lancet Commission on Adolescent Health and Wellbeing, a member of the Family Planning High Impact Practices (HIP) Technical Advisory Group (No term limit), also a member of the Adolescent Sexual and Reproductive Health Exemplars (ASHER) Project Technical Advisory Group (TAG) (Feb 2022-Dec 2023), the Population Council's External Research Collaborator Program (2022-2024); She is also part of the Regional Advisory Group on a Shared Research Agenda for Sub-Saharan Africa on Ending Violence against Women and Girls (UN Women and the Sexual Violence Research Initiative) (July 2022-June 2023)
- Grace Kimemia represents APHRC in the Research for Health Technical Working Group
- Kenneth Juma represents APHRC in the National Reproductive Health Technical Working Group and is a member of the Regional Advocacy and research group hosted by the United Nations Population Fund
- Yohannes Wado is a member of ICFP's Monitoring Implementation of Family Planning Practices sub-committee
- Boniface Ushie and Yohannes Wado are members of the WHO Implementing Best Practices (IBP) in Family Planning Network
- Abdhahah Ziraba is a member of the UNAIDS toolkit to address HIV inequalities; the National AIDS Control Council- Research Technical Working Group, also a member of the Adolescent and school health technical working group, Ministry of Health Uganda, and a member of the academic network for Sexual and Reproductive Health Research and Policy (ANSER) worldwide hosted by Ghent University, Belgium.
- Calistus Wilunda, Antonina Mutoro, and Esther Anono are members of the Kenya Research in Nutrition Technical Working Group (RNTWG)
- Antonina Mutoro represents APHRC in the Nutrition Information Technical Working Group (NITWG)
- David Osogo represents APHRC in the Food systems, Technical working group
- Milka Wanjohi, Elizabeth Kimani-Murage, Antonina Mutoro, and Maureen Gitagia participate in National Maternal, Infant and Young Child Nutrition technical working group (MIYCN TWG)
- Elizabeth Kimani-Murage was appointed to the TMG Think Tank's CLIF (Assessment and Communication of Climate Impacts of Food) Project international Advisory Expert Group, which provides a range of professional analytical skills, bringing together diverse practical experiences of food system transformation and knowledge of a range of transformation pathways. She participated in drafting a technical report to be published soon.
- Milka Wanjohi, Gershim Asiki, Elizabeth Mwaniki and Shukri Mohammed are members of technical working groups for the food environment policy bundle in Kenya.
- Gershim Asiki is a member of Kenya NCD inter-agency coordinating committee TWG, NCD technical working group for Nairobi county, UNICEF Eastern Southern Africa region (ESARO) research TWG on food environment and obesity research.
- Elizabeth Kemigisha is a member of the Adolescent and School Health Technical Working Group (TWG) Ministry of Health Uganda.

- Estelle Sidze is a member of the Partnership for Maternal, Newborn and Child Health {PMNCH}. She participated in one-on-one interviews led by the partnership to inform global strategies for primary health care for women and children's health.

### Human Development Theme

- The Ministry of Education is currently revising the Education and Training Sector Policy. APHRC is part of the Technical Working Group and contributes to the policy revision by generating primary data that will inform the policy revision. Brenda Wawire and Nelson Muhia are part of the committee as representatives from APHRC. Brenda Wawire and Moses Ngware attended The Ministry of Education Inter-departmental and Inter-agency Agenda consultative meeting on evaluating the Education and Training Sector Gender Policy, 2015, from 28th – 29th June 2022. Brenda Wawire attended the Training of the Ministry of Education gender Technical Working Group members on gender mainstreaming and the use of evidence in preparation for the review of the education and training sector gender policy, 2015, from 21st to 23rd September 2022.
- The Education and Evidence for Action (EE4A)- The EE4A is a group that brings together stakeholders interested in using evidence for policy. APHRC continues to be a key member of this group, and Nyambura Thiong'o will now be representing APHRC in the group.
- Nyambura Thiong'o is also sitting on the technical committee that the National Council for Nomadic Education is hosting in Kenya (NACONEK) to review the current Alternative Provision for Basic Education and Training (APBET) policy 2009. This policy guides the operations of schools in informal urban settlements.
- RELI and EE4A: APHRC is contributing to a technical committee that brings together RELI and EE4A members to discuss and agree on a common agenda to ensure that the gains made in education in Kenya in different areas are safeguarded as the new government takes office. This aligns with our signature issue of making systems more inclusive, equitable, and adaptable. Nyambura Thiong'o and Moses Ngware are representing APHRC in the team.
- Benta Abuya was part of a panel on "Achieving gender equity in education by 2030: Lessons from the evidence". This panel brings together APHRC, EDUCATE, JPAL, Population Council, FAWE, and UNICEF.
- Patricia Kitsao-Wekulo is a member of the SPARK (Supporting African communities to increase the resilience and mental health of kids with developmental disorders) National Project Advisory Board, whose role is to provide guidance and be continually engaged during the study implementation process.
- APHRC (formerly represented by Ruth Muendo and Kenneth Okelo) is a member of the Childcare Policy Regulations and Reforms Technical Working Group (CPRR-TWG) convened by Uthabiti in collaboration with the Directorate of ECD within the State Department for Early Learning and Basic Training.
- APHRC (represented by Patricia Kitsao-Wekulo) is a member of the Nurturing Care for ECD TWG convened by the Ministry of Health.
- Patricia Kitsao-Wekulo was elected to the Board of Directors of the ECD Network for Kenya (ECDNeK)

### Population Dynamics and Urbanization in Africa

- Participated in the WHO Urban Health Research Agenda setting in the 2022 review period

### Research and Related Capacity Strengthening

- Dr. Florah Karimi appointed to the Board of Trustees of the Kenya National Research Fund

### Executive Director

- ED appointed to UN University Council

## Annex 7 Alliances created with governments, critical national and pan-African civil society networks, regional, parliamentary and economic bodies across sub-Saharan Africa

### Center-wide

- APHRC signed an MoU with the Nairobi Metropolitan Services on population and health research to advance the quality of life for the residents of Nairobi City County. The MoU will provide a framework for cooperation within which NMS and APHRC shall collaborate on research of matters of common interest in the health sector and disseminate insights from such research.

### Health and Wellbeing

- **Southern African Development Community Parliamentary Forum (SADC-PF)** - APHRC strengthened their alliance with the SADC-PF; a regional inter-parliamentary body composed of Members of Parliament from SADC member state national parliaments, representing over 3,500 parliamentarians in the SADC region. A notable engagement that strengthened this alliance with representation of the Center at the 51st SADC PF Plenary Assembly where the ED was the keynote speaker.
- **Gender Is My Agenda Campaign (GIMAC)** - GIMAC Network is a platform of over 55 civil society organizations promoting gender equality and accountability for women's right. The CPSE team participated in the 4th Gender Is My Agenda Campaign (GIMAC) RECs Meeting and hosted a side-event dubbed Which Way for Teenage Mothers?. APHRC and IPAS also co-hosted the health thematic session at the GIMAC Pre-Summit CSOs Consultative Meeting. APHRC is pursuing membership with the GIMAC secretariat to provide a platform for us to showcase our research, build research capacity, and provide technical input in issues around women and girls through the AU.
- **WACSOF** - APHRC formally partnered with the West Africa Civil Society Forum (WACSOF). This partnership will enable the implementation of the West Africa Sexual & Reproductive Health Rights (SRHR) and Policy and Advocacy Engagement Strategy in the ECOWAS region.
- **Right to food Coalition** – A coalition that brings 12 civil society organizations: Route to Food, Rural Outreach Africa, BIBA Kenya, and Inter-sectoral forum for Agroecology and Agrobiodiversity among many. In terms of alliance building with the coalition, APHRC was represented at the Launch of Right To Food Manifesto with Elizabeth Kimani as Keynote speaker. The Food Manifesto is a policy proposition for adoption into political parties, candidates manifestos, and policies with the goal of eliminating food insecurity in Kenya.

### Human Development

- **Regional Education Learning Initiative (RELI)** - APHRC is a member of the RELI network that is now registered in Africa. APHRC participated in the RELI Parental Empowerment and Engagement workshop that brought together program partners from Kenya, Uganda and Tanzania and the KICD.
- **Urban Education Groups in Kenya, Tanzania and Uganda** - The Center continues engagements with these groups through the urban education project.
- **Education Evidence for Action (EE4A)** - APHRC is a member of EE4A group. APHRC is contributing to a technical committee that brings together RELI and EE4A members to discuss and agree on a common agenda to ensure that the gains made in education in Kenya in different areas are safeguarded.

- **Uthabiti Africa** - APHRC is in the process of finalizing an MoU with Uthabiti Africa which is the childcare market facilitator for Africa, focusing on creating quality, affordable childcare for all. Uthabiti has convened meetings with various stakeholders to review regulations to operationalize the Nairobi City County Childcare Facilities Act (2017).

### Population Dynamics and Urbanization in Africa

APHRC through the CUSSH project has maintained and strengthened relationship with the following critical stakeholders:

- County Governments of Kisumu and Homa Bay
- National Environmental and Management Authority (NEMA)
- Nairobi Water and Sewerage Company and Ministry of Water, Sanitation and Irrigation

The PDU team has held several engagements with the involvement of these stakeholders including CUSSH capacity strengthening workshops, the Oyugis spatial planning validation workshops and the presentations made at the Africities Conference.



## Annex 8 Indicator tracking table

Key:

Above/on 2022 Target
Below Target

Indicator	Unit of measure	Baseline	Target	Performance	Variance	Additional Information notes
<b>Strategic Objective 1: Generate scientific knowledge aligned to local and international development agendas that affect health and development in Africa</b>						
1.1.1. Number of research products published on health and development	Number	157	173	131	-42	-
1.1.1.1. Proportion of projects that used the signature issues approach	%	0%	10%	-		The SIA is yet to be updated on ERP
1.1.1.2. Proportion of projects that tackled signature issues	%	68%	50%	-		The new theme's signature issues are yet to be updated on ERP
1.1.1.3. Proportion of projects that tackled the focus areas	%	0%	90%	-		The new theme's focus areas are yet to be updated on ERP
1.1.1.4. Number of African countries where APHRC projects implemented their activities	Number	34	36	35	-1	-
1.1.2. Proportion of research products Published on Diversity, Equity and Inclusion (DEI)	%	-	20%	19%	-1%	-
1.1.2.1. Proportion of projects implemented promoting Diversity, Equity and Inclusion (DEI)	%	-	10%	-		The projects that implement DEI are yet to be updated on ERP
1.1.3. Proportion of research products published based on/using the systems thinking approach	%	-	20%	14%	-6%	-
1.1.3.1. Proportion of projects that have mainstreamed Systems thinking approach to implementation research into their design and delivery	%	-	20%	-		The SIA is yet to be updated on ERP
<b>Strategic Objective 2: Develop capacities to strengthen the research ecosystem in Africa and contribute to the development and implementation of a blueprint for Africa's self-sufficiency in R&amp;D</b>						
2.1.a. Number of research outputs published by researchers trained through capacity strengthening programs	Number	2,500	150	179	+29	-

2.1.1.a	Number of fellows who have completed their fellowships	Number	Doctoral Postdocs 18 reentry 37 Visiting scholars: 8 Masters: 12 Internships	10	7	-3 -10	-
2.1.1.b	Number of interns who have completed their internship	Number	7	12	25	+13	-
2.1.1.a	Number of fellows enrolled in various fellowship programs	Number	0	20	15	-5	-
2.1.1.b	Number of fellowship programs implemented.	Number	3	5	4	-1	-
2.1.1.c	Number of internship programs implemented	Number	3	5	-		Not reported
2.1.1.d	Number of interns enrolled to gain knowledge and experience.	Number	0	12	25	+13	-
2.1.2	Number of mentees who have completed their mentorship programs	Number	10	5			Activity yet to commence
2.1.2.1	Number of mentorship programs implemented	Number	1	2			Activity yet to commence
2.1.2.2	Number of mentees enrolled in the mentorship programs	Number	17	10			Activity yet to commence
2.1.3	Number of APHRC staff and external participants trained on research and other related programs organized by training program	Number	0	100	297	+197	-
2.1.3.1	Virtual Academy platform established and functioning	Qualitative	0	1	1	0	-
2.1.3.2	Number of scheduled, ongoing and completed courses offered	Number	0	5	3	-2	-
2.1.3.3	Number of curricula developed	Number	0	4	3	-1	-
2.2.1.a	Number of co-designed research agenda at the research and training hubs	Number	0	3			Activity yet to commence
2.2.1.b	Number of publications on local agenda by the research and training hubs	Number	0	0			Activity yet to commence
2.2.1.c	Number of capacity strengthening activities within the research and training hubs	Number	0	2			Activity yet to commence
2.2.1.1	Number of research trainees attached to the research training hubs	Number	0	10			Activity yet to commence
2.2.1.2	Number of partner institutions facilitated to establish hubs	Number	0	1			Activity yet to commence
2.2.2	Number of partner institutions facilitated to institutionalize existing APHRC related capacity strengthening interventions	Number	6	3			Activity yet to commence
2.2.2.1	Number of partner institutions supported to institutionalize existing APHRC-related capacity strengthening interventions by type	Number	6	4			Activity yet to commence

2.2.3	Number of linkages established between institutions and policy actors	Number	0	1		Activity yet to commence
2.2.3.1.a.	Number of institutions identified for capacity building on skills needed to develop Africa's R&D infrastructure	Number	0	5		Activity yet to commence
2.2.3.1.b.	Number of institutions capacity built or facilitated for capacity building on skills needed to develop Africa's R&D infrastructure	Number	0	3		Activity yet to commence
2.2.3.2	Proportion of programs designed that strengthen the R&D ecosystem in Africa	Programs designed	0	4		Activity yet to commence
		Programs implemented	0	2		
2.2.4.	Number of partners institutions that adopt and implement frameworks	Number	0	2		Activity yet to commence
2.2.4.1.	Number of frameworks developed for linking academic institutions with policy actors in their jurisdiction	Number	0	1		Activity yet to commence
2.2.4.2	Number of institutions linked with policy actors	Number	0	1		Activity yet to commence
2.2.5.	Presence of a blueprint document developed for Africa's self-sufficiency in R&D that takes cognizance of the multiple systems at play in the current global environment.	Qualitative	0	0		Activity yet to commence
2.2.5.1	Number of stakeholder engagements held to advocate for adoption of the developed R&D blueprint	Number	0	2		Activity yet to commence
<b>Strategic Objective 3: Use research evidence and engage policy actors and practitioners for transformative change</b>						
3.1.1.	The overarching policy engagement strategy operationalized guided by the signature issue approach and an overarching communications strategy.	Qualitative	0	1		Document yet to be finalized
3.1.1.1.	Number of analysis reports developed on the policy architecture to identify entry points for engagement for each signature issues/ focus areas	Number	0	1		Activity yet to commence
3.1.1.2.	Number of reports on policy objectives for the signature issues/ focus areas identified	Number	0	1		Activity yet to commence
3.1.1.3.	Number of policy objectives implementation plan developed for each of the signature issues/ focus areas	Number	0	1		Activity yet to commence
3.1.2.	Proportion of projects and assignments jointly implemented with policy actors on the Focus areas/ signature issues, to strengthen the R&D ecosystem in Africa	%				Activity yet to commence
3.1.2.1.	Number of reports developed on the mapping of research priorities areas for governments and civil societies	Number	-			Activity yet to commence

3.1.2.2. Proportion of policy engagement on signature issues using the signature issue approach (SIA)	%					The new theme's focus areas and signature issues are yet to be finalized
3.1.2.3. Number of policy engagements in the focus areas	Number					The new theme's focus areas are yet to be finalized
3.1.2.4. Number of engagements on promoting Diversity, Equity and Inclusion (DEI) held	Number					Yet to be reported
3.1.3. Number of partnerships developed for advocacy around signature issues/ focus areas/focus areas	Number					The new theme's focus areas and signature issues are yet to be finalized
3.1.3.2. Number of capacity-building activities for APHRC staff on sustained engagement with decision makers on the APHRC's signature issues/ focus areas	Number					The new theme's focus areas and signature issues are yet to be finalized
3.1.4. Number of policy partners capacity strengthened on policy engagement for a strengthened R&D ecosystem in Africa	Number					Yet to be reported
3.1.4.1. Number of advocacy and policy engagement specific projects conducted	Number	11			12	- Target not set
3.1.5. Number of forums to share lessons with staff on how the Center's models and tools perform in achieving EIDM	Number					Activity yet to commence
3.1.5.1. Number of periodic reviews conducted on how the Center's models and tools perform in achieving EIDM	Number					Activity yet to commence
3.2.1.a. Social media analytics- (reach, mentions, comments, likes, views)	Number	Twitter Followers-11,499 Impres- sions-900,732 Engage- ments-34,258 Posts-267 Link clicks-7,337			Twitter Followers -13,980 Impressions- 1,170,220 Engagements- 57,036 Posts- 763 Link clicks-4,918	Target not set
3.2.1.b. Number of follow-up conversations or projects emanating from the social media and APHRC visibility						Activity yet to commence
3.2.1.1. Number of broadcast media interviews conducted	Number				84	Target not set

3.2.1.2. Number of government functions/activities sponsored around APHRC signature issues/ focus areas/focus areas for visibility	Number						Activity yet to commence
3.2.1.3. Number of social media campaigns conducted	Number	9	6				Target not set
3.2.2. Number of policy engagements activities for funding and partnerships conducted by policy engagement staff and government liaison officers	Number						Activity yet to commence
3.2.2.1. Number of recruitment model documents developed for a targeted recruitment of individuals with expertise in research, policy engagement and advocacy, with diverse experiences in both the public and private sectors.	Number	0	1				Activity yet to commence
3.2.2.2. Number of full-time staff for policy engagement and outreach aligned to signature issues/ focus areas staff employed	Number						Activity yet to commence
3.2.2.3. Number of government liaison officers in Kenya and Senegal dedicated to policy engagement.	Number						Activity yet to commence
3.2.3. Number of strategic initiatives implemented on signature issues/ focus areas, outside project funding.	Number						Activity yet to commence
3.2.3.1. Number of strategic initiatives designed on signature issues/ focus areas, implementable outside project funding	Number						Activity yet to commence
<b>Strategic Objective 4: Strengthen operational efficiencies in systems and processes for maximum programmatic impact</b>							
4.1.d. Turnover rate of staff	Number	4	7%	Net -5.9%	+1.1		-
4.1.1.1. Number of reviews conducted on the talent acquisition procedures	Number	0					Activity yet to commence
4.1.2.2. Number of sensitized meetings held for staff on the succession plan	Quantitative	0					Activity yet to commence
4.1.2.1. Number of succession plan developed	Number	0					Activity yet to commence
4.1.3. Burn rates of projects	%		85%				Report on burn rates yet to be completed. Awaiting external audit finalization
4.1.3.1. Proportion of projects implemented in the reporting period in a timely manner	%	-	100%				Activity yet to commence
4.1.4.1. Number of staff sensitization forums on the revised organizational structure/organogram	Number	0	1	1	0		
4.1.4.2. Office of research governance established	Number	0	1	1	0		
4.1.5.a. Board work plan developed by the company secretary	Number	0	1	1	0		
4.1.5.b. Report developed on the assessment of board skills requirements	Number	-	1				Activity yet to commence

4.1.6.a. Number of audit committee meetings held	Number	-	2	2	0	
4.1.6.b. Proportion of action points from the audit committee meeting addressed	%	-	80%			Yet to be reported
4.1.6.1. Audit committee established by 2022	Number	0	1	1	0	
4.1.7.a. Number of risk monitoring reports developed	Number	-	4	4	0	
4.1.7.b. Number of compliance reviews/assessments conducted	Number	-	4	4		Yet to be reported
4.1.7.c. Proportion of risk identified with implemented risk mitigation plans	%		50%			Yet to be reported
4.1.7.1. Risk management and compliance office established by 2022	Number	0	1	1	0	
4.3.1.a. Proportion of projects that are multi-country grants.	%	25%	28%	34%	+6%	
4.3.1.b. Proportion of projects that are multi-million	%	13%	15%	15%	0	
4.3.1.c. Proportion of projects that are multi -year	%	53%	53%	85%	+32%	
4.3.1.1. Number of business development strategy developed by 2022	Number	1	1			Yet to be finalized
4.3.1.2. Number of strategic proposal writers recruited for bilateral funders	Number	0	1			Activity yet to commence
4.3.1.3. Grant proposals number success rate	%	66%	65%	61%	-4%	
4.3.1.4. Grant proposals dollar success rate	%	38%	35%	62%	+27%	
4.3.2. Number of new private sector funding sources awarded	Number	0	1	1	0	
4.3.2.1. Number of new relationships developed that support investments in strategic initiatives and long-term commitment to systemic change	Number	4	5	4	-1	
4.3.2.2. Number of proposals developed on diversified funding sources including private sector	Number	1	1	1	0	
4.3.3. Number of fund management project implemented	Number	1	1	1	0	
4.3.3.1. Number of proposals developed for fund management grants	Number	1	1	1	0	
4.3.4. Annual earnings from endowment fund	%	-	5%			Yet to be reported
4.3.4.1. Endowment fund established by 2022	Number	0	1	1	0	
4.4.1. Exercise to identify Center processes that can be fully paperless conducted	Number	-	1	1	0	







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