African Population and Health Research Center
Transforming lives in Africa through research.

APHRC Knowledge Fair Report

Measurement Evaluation and Learning Unit

Enhancing Knowledge Sharing, Learning and Adaptation

2025

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Executive Summary

The 2025 APHRC Knowledge Fair, held under the theme *"Enhancing Knowledge Sharing, Learning, and Adaptation,"* showcased nine innovative practices that showed the Center's growing culture of learning, reflection, and evidence-informed decision-making. The Fair served as a dynamic platform for teams across the Center to share practical solutions, celebrate creativity, and identify opportunities for replication and scale-up.

The showcased practices demonstrated how innovation, process improvement, and digital transformation are driving efficiency and collaboration across APHRC's programs. They ranged from digital innovations, such as real-time project management dashboards, multilingual microsites for

regional convenings, and R Shiny analytics for RMNCAH data-to-process-driven approaches like peer review integration in virtual learning, structured enumerator feedback mechanisms, and capacity strengthening through robust grant management frameworks.

Other practices, including spatial data collection, strategic launch frameworks for stakeholder engagement, and the integration of Jira for project coordination, illustrated how technology and structured processes enhance operational efficiency, transparency, and knowledge flow across units. Collectively, these initiatives have improved time management, decision-making, and collaboration while reinforcing APHRC's reputation for excellence in research management and institutional learning.

Feedback from participants was overwhelmingly positive. Over 90% of responses described the showcased practices as innovative or excellent, while approximately 70% highlighted their strong potential for replication and scale-up. About 30% emphasized the need to further build capacity and integrate these practices into existing systems. Participants also expressed enthusiasm for sustaining such knowledge-sharing platforms to foster collaboration and continuous improvement across the Center.

Overall, the 2025 Knowledge Fair reaffirmed APHRC's commitment to cultivating a learning organization that values reflection, innovation, and adaptation. By institutionalizing the lessons and practices showcased, the Center strengthens its position as a leader in leveraging knowledge for sustainable impact across Africa's research and development ecosystem.

1.0 Introduction

Knowledge management is the process of defining, documenting, sharing, and retaining knowledge within the Center's operations to ensure the delivery of high-quality products to stakeholders and recipients.

Knowledge sharing and learning is critical for strengthening evidence of generation and use within the Center. At the Center, several good practices contribute to efficiency across various programs and projects. To centralize learning and promote the replication and adoption of these practices, a dedicated forum is needed.

The Knowledge Fair serves as this platform, designed to foster knowledge creation, sharing, exchange, and application. It provides an opportunity for staff and teams to showcase effective knowledge sharing techniques, behaviors, innovations, technologies, and processes. By facilitating knowledge exchange, the fair enhances learning, promotes adaptation, and strengthens collaboration among staff.

1.1: Objectives

The Knowledge fair seeks to:

1. Provide a platform for knowledge sharing, exchange, and application across APHRC.
2. Showcase best practices, innovations, techniques, behaviors, technology and processes to enhance program/project implementation.
3. Provide an opportunity for recognition and acknowledgement of outstanding knowledge sharing and learning practices.
4. Promote collaboration among staff to enhance learning on good practices.

2.0 Planning and Implementation

This section outlines the processes, roles, and activities undertaken in the planning and execution of the 2025 Knowledge Fair.

2.1 Roles and Responsibilities

The successful implementation of the Knowledge Fair was a collaborative effort involving several teams and individuals, as shown in ***Table 2.1***;

Table 2.1: Roles and Responsibilities

No.	Unit/Team Responsible	Roles
1.	**MEL Unit**	Provided overall lead, coordination, and documentation of the Fair, including the conceptualization, management of submissions, and facilitation of the event.
2.	**Reviewers**	Reviewed and scored the submitted practices, provided feedback, and identified the top 3 practices for recognition and exhibition at the APHRC symposium.

3.	**Practice Submitters**	Prepared and presented their practices (Catalog and Presentation), sharing practical insights and lessons with colleagues.
4.	**PEC - Visibility**	Supported event visibility through broadcasting, internal communication, branding, and awareness materials.
5.	**ICT**	They ensured the technical setup, hybrid participation, and smooth running of the event.

2.2 Concept and Budget

The Knowledge Fair was conceptualized as a platform to highlight and share practices developed by staff to enhance efficiency and effectiveness in program delivery. The concept note, annexed to this report, guided the structure, objectives, and recognition framework.

A budget of Ksh. 142,600 supported the preparation of materials, branding, and recognition items, including certificates, branded merchandise, and lunch vouchers for attendees.

2.3 Communication and Awareness Creation

To ensure broad participation and awareness, the MEL Unit developed and implemented a comprehensive communication plan. Announcements were disseminated through multiple internal channels, including email, the APHRC Staff WhatsApp group, and the weekly updates.

The communication materials clearly outlined the eligibility criteria, submission requirements, and timelines. In addition, visual materials were also developed to enhance visibility and engagement during the session.

2.4 Planning and Coordination Meetings

For the success of this session, regular coordination meetings guided the planning process. Key highlights included:

- Refining the concept note, develop agenda, session timelines, and selection criteria.
- Briefing reviewers on the evaluation process and how to score the reviewers' templates.
- Orienting submitters on presentation guidelines and expectations for the Knowledge Fair.
- Conducting a **dry run** with both the ICT and PEC teams to test all technical and presentation aspects, ensuring a smooth and successful session.

2.5 Implementation Plan

The success of the Knowledge Fair was attributed to the deliberate planning and execution of the following activities coordinated by the MEL Unit.

2.5.1 Development, Review and Approval of the Concept Framework

A concept framework was developed to guide how the session would be conducted. It outlined the objectives, structure, and flow of activities during the Knowledge Fair. This was reviewed and approved by the Deputy Executive Director.

2.5.2 Formulation of the Communication and Awareness Plan

A communication and awareness plan was formulated to support awareness creation, clarify eligibility, and define the scope of participation. Multiple internal communication channels, including email, APHRC WhatsApp, and weekly staff updates, were used to disseminate information and mobilize participation.

2.5.3 Identification of Keynote Speakers

Keynote speakers, including the Executive Director and the Director of Program Synergy, were identified and invited to share insights during the session. Their contributions underscored the strategic importance of knowledge sharing and collaboration across the Center.

2.5.4 Review and Assessment of Practices

Reviewers were selected to facilitate the assessment and ensure objective evaluation of all practices. They reviewed practices based on the agreed-upon criteria and provided constructive feedback. This process led to the identification and selection of outstanding practices that demonstrated innovation, impact, and replicability within the Center's operations.

2.5.5 Preparation for Showcasing and Exhibition

Preparations were made to support the showcasing and exhibition of the selected practices. Logistics, presentation support, and hybrid setup were coordinated with the ICT and PEC teams. All nine submitted practices were presented to staff, followed by an interactive Q&A session. Surveys were deployed to capture staff reflections on the clarity, replicability, and applicability of the practices within their respective units and projects.

2.5.6 Acknowledgment of Outstanding Practices

Outstanding practices were recognized for their contribution to enhancing efficiency and learning across the Center. Recognition mechanisms included certificates of recognition and branded merchandise.

3.0 Submissions

3.1 Enhancing Project Management and Efficiency through the Use of Dashboards

Presenters: Frank Ouma and Daniel Mwanga

Theme: Health and Wellbeing (HaW)

Unit/Project: CDM Unit

Category: Innovation

3.1.1 About the Practice

This innovation aims to improve project management efficiency by using interactive dashboards that provide real-time tracking of research activities, proposals, policy engagement outputs, data documentation, and staff recruitment processes. The dashboard enhances transparency, reduces manual data handling, and supports quick, evidence-based decision-making.

The practice was conceptualized in March 2024 and enhanced in 2025 based on user feedback and expanding needs.

3.1.2 Problem Addressed

Previously, project tracking relied on static spreadsheets, making it time-consuming and inefficient. The manual system lacked real-time visibility, resulting in delays in planning, limited accountability, and difficulty in performance monitoring. The new dashboard addresses these gaps by automating data visualization and enabling dynamic progress tracking.

3.1.3 How the Practice Works

At the start of each year, project activities and timelines are entered into a shared Google Sheet. This data is connected via an API to an R Shiny dashboard, which automatically synchronizes updates. The dashboard categorizes tasks as completed, overdue, or due soon and displays real-time analytics during monthly or quarterly meetings. This enables data-driven discussions, early identification of bottlenecks, and informed decision-making.

3.1.4 Demonstrated Success

Since its introduction, the dashboard has:

- Improved visibility of project progress across the unit.
- Streamlined reporting, reducing preparation time for meetings.
- Enhanced prioritization and accountability.
- Expanded to track PEC outputs and staff recruitment.
- Attracted interest from other APHRC units (NFS, ERID, RRCS, and CEPSE) for replication.

The tool has led to faster decision-making, reduced errors, and greater operational efficiency.

3.1.5 Proposed Improvements

Plans are underway to replace Google Sheets with a secure SQL database and develop a web-based interface for data entry and visualization. The team will collaborate with MEL and system developers to strengthen infrastructure and deploy the tool on APHRC servers for Center-wide use.

3.1.6 Potential for Replication

The dashboard can be adapted for other units to support project-level tracking, data governance, PEC monitoring, and recruitment tracking. Pilots are ongoing in the **NFS** and **ERID** units, with **RRCS** and **CEPSE** expressing interest. Future adoption will be simplified after system upgrades, requiring minimal technical customization.

3.2 Harnessing R Shiny for CD2030 – Transforming RMNCAH Data Analysis

Presenters: Peter Kaberia, Anne Njeri, and Godfrey Adero
Theme: WARO
Unit/Project: WARO
Category: Innovation

3.2.1 About the Practice

This innovation showcases how the Countdown to 2030 (CD2030) team is leveraging R Shiny applications to streamline data analysis and visualization for RMNCAH (Reproductive, Maternal, Newborn, Child, and Adolescent Health) indicators. The platform enables users to load datasets, perform standardized analyses, and generate interactive outputs, while also allowing reproducibility by saving country-specific parameters for future reanalysis.

Conceptualized in 2024 during the CD2030 Country Annual Meeting (CAM), the application was designed to make complex RMNCAH data analysis more accessible and user-friendly, promoting evidence use in policy and planning.

3.2.2 Problem Addressed

Before the introduction of this tool, data analysis was conducted manually using Stata codes and varied tools, resulting in inconsistencies and requiring advanced technical expertise. The lack of clear visuals also limited data use in decision-making. The R Shiny solution addresses these challenges by standardizing methods, simplifying analysis, and enabling consistent, interpretable outputs for decision-makers.

3.2.3 How the Practice Works

The practice begins with data extraction through a DHIS2 Extractor API Client, which formats data for analysis. The application then allows users to:

1. Load and clean data, ensuring consistency.
2. Conduct Data Quality Assessments (DQA) for completeness and internal consistency.
3. Analyze RMNCAH indicators using the CD2030 methodology.
4. Generate outputs and visualizations at the national and sub-national levels.
5. Review and interpret findings collaboratively with country teams.

This workflow ensures accuracy, speed, and engagement throughout the data analysis process.

3.2.4 Demonstrated Success

The R Shiny application has been successfully tested and adopted in two major initiatives — the **Gavi Immunization Project (26 countries)** and **CD2030 (34 countries)**. It has significantly reduced the time and effort required for analysis, enabling teams to produce outputs by the second day of workshops. The tool has also improved consistency and allowed non-technical users to perform advanced analysis with minimal coding.

This innovation has increased country engagement, generated more analytical outputs such as reports and posters, and fostered continuous interaction with data among the participating countries.

3.2.5 Proposed Improvements

The team plans to enhance the tool based on feedback from technical experts. Upcoming improvements include adding new in-app features, translating the application into Portuguese and

French, and scaling it for use beyond RMNCAH. Continuous training of country analysts is also planned to strengthen adoption and sustainability.

Support required includes a budget for translation, hosting solutions, capacity-building, and scalability enhancements.

3.2.6 Potential for Replication

The R Shiny analytical platform is adaptable to various projects and units within APHRC. It can be customized to support routine data analysis, data quality reviews, and program monitoring. Because it requires minimal coding and is open access, the tool can be easily adopted by teams conducting large-scale analyses or those needing user-friendly, interactive dashboards.

Its replicability makes it ideal for projects that require harmonized methods, a quick data turnaround, and better decision-making support. Once adapted, teams can independently use the tool for post-workshop analysis, fostering sustainability, and learning across programs.

3.3 Jira Software – A Project Management and Task Tracking Tool

Presenters: Daisy Koome and John Muriithi

Theme: Operations

Unit/Project: IT (Software Development Team).

Category: Technology / Tool / Software

3.3.1 About the Practice

Jira is a powerful project management and task tracking tool developed by **Atlassian**. Originally designed in 2002 as a bug-tracking system for software developers, it has evolved into a versatile platform that supports comprehensive project management across diverse teams.

At APHRC, the IT Software Development Team uses Jira to enhance task tracking, documentation, and collaboration. The tool allows users to monitor project progress in real time, assign responsibilities, set timelines, and manage workflows through visual dashboards, improving transparency and accountability across the project lifecycle.

3.3.2 Problem Addressed

Prior to adopting Jira, different teams within the Center relied on scattered tools such as Google Sheets, shared drives, and emails to manage tasks. This fragmentation made it difficult to maintain a single source of truth, resulting in inefficiencies, duplication, and poor visibility of project progress.

Jira addresses these challenges by centralizing project management on one platform. It allows principal investigators (PIs), project managers, and teams to access all project-related information, track deliverables, and identify potential bottlenecks in real time.

3.3.3 How the Practice Works

Jira functions as a shared digital to-do list that organizes tasks and facilitates structured progress tracking through agile workflows.

1. **Backlog Creation:** All project tasks are listed and prioritized in a backlog, serving as a master task list.
2. **Sprint Planning:** Teams select specific tasks to complete during a short work cycle (sprint) lasting one to two weeks.
3. **Task Board:** Tasks are tracked visually across stages such as *To Do, In Progress,* and *Done* through an interactive Kanban or Scrum board.
4. **Progress Monitoring:** Dashboards, filters, and reports allow users to monitor timelines, workloads, and milestones.
5. **Notifications and Integrations:** Email alerts and Gmail add-ons enable users to create and update tasks directly from their inbox, ensuring timely follow-up and communication.

This system streamlines team coordination and ensures that updates, ideas, and feedback are captured and acted upon efficiently.

3.3.4 Demonstrated Success

Jira has enhanced task documentation, project visibility, and accountability across the IT team. It centralizes all project trackers into a single dashboard, eliminating the need for multiple spreadsheets or documents.

Over the past 11 months of use, Jira has improved efficiency by reducing time spent searching for project information and by ensuring structured workflow management. It has also strengthened process documentation, helping teams capture valuable insights and feedback for future projects.

A notable success has been in website and ERP development tasks, where Jira has streamlined progress tracking and improved collaboration within the Software Development Team.

3.3.5 Proposed Improvements

To further enhance functionality, the team plans to subscribe to Jira's premium plan, which offers additional features such as custom workflows and approval processes before tasks are marked complete. This will strengthen project governance and accountability.

Support required includes a budget allocation for the premium plan, though non-profit discounts are available to reduce costs.

3.3.6 Potential for Replication

Jira can be easily adopted across other APHRC projects and units.

- **Small Teams:** The free plan accommodates up to 10 users, making it ideal for smaller units.
- **Larger Teams:** The premium plan allows for customization, automation, and multi-user collaboration.
- **Benchmarking Tool:** Teams with existing project management systems can use Jira as a model to enhance or standardize their tools.
- **Adoption Use Case:** Units currently using fragmented spreadsheets can integrate Jira as a centralized solution to streamline task tracking and improve team coordination.

3.4 A Process-Driven Approach to Building Traction and Engagement in Launches

Presenters: Ann Waithaka, Gift Dzombo, Joseph Gichuru, Catherine Karanja, Benard Ondiek, Patrick Owili, Kevin Kiiru, Wilfred Onchari, and Patrick Amboka

Theme: Research and Related Capacity Strengthening (RRCS).

Unit/Project: Good Grant Practice Virtual Academy (GGP-VA)

Category: Process / Technique

3.4.1 About the Practice

The Good Grant Practice Virtual Academy (GGP-VA) adopted a process-driven approach to launching new initiatives, emphasizing stakeholder engagement, digital delivery, and hybrid activation. Introduced in February 2025 and formally implemented during the Good Grant Practice course launch in July 2025, this approach integrates communication, co-creation, and capacity strengthening to drive adoption and sustained participation.

The model responds to challenges such as low uptake, limited stakeholder buy-in, and credibility gaps that often accompany large-scale rollouts. By emphasizing early engagement, inclusive communication, and structured follow-up, the practice ensures initiatives gain traction, visibility, and long-term engagement.

3.4.2 How the Practice Works

The process unfolds in four key stages, ensuring a structured and inclusive launch journey:

1. **Engagement and Outreach Workshops** – Sensitization and validation workshops were held across East, West, and Southern Africa to confirm course relevance and build early buy-in. Institutional representatives were engaged through personalized outreach and strategic network mobilization.
2. **Capacity Strengthening** – The GGP courses were collaboratively developed, validated, and piloted with stakeholder input to refine both content and delivery. The **APHRC Virtual Learning Academy (VLA)** served as the main platform for digital course deployment.
3. **Sustaining Momentum** – The **Community of Practice (CoP)** was activated to foster peer learning, sustain engagement, and deepen ownership among participating institutions.
4. **Multi-Channel Communication and Hybrid Launch** – A robust communication strategy combined social media campaigns, email marketing, WhatsApp groups, CoP updates, and internal mobilization through staff bulletins and posters. These efforts culminated in a hybrid launch event that attracted 1,000+ virtual participants and 100 in-person attendees, formally unveiling the GGP courses and amplifying visibility.

3.4.3 Demonstrated Success

Since its adoption, this practice has transformed the rollout of the Good Grant Practice (GGP) courses, delivering measurable engagement and impact.

- **Institutional Reach:** Over **500 institutions** are now actively engaged, demonstrating strong demand across Africa.
- **High Completion Rates:** More than **200 participants** completed courses within the first few months of launch.
- **Oversubscription as a Success Metric:** The first grant-writing workshop, limited to 50 participants, received **four times** more applications, highlighting the relevance and credibility of the training.
- **Catalyst for Resource Mobilization:** The high uptake attracted donor interest, leading to funding support for additional workshop cohorts.

By linking course completion to workshop participation, the process also enhanced learning quality and participant preparedness, leading to more impactful workshops and better resource utilization.

3.4.4 Proposed Improvements

To strengthen the practice, the team plans to:

- Develop clear monitoring and learning indicators to track institutional uptake and behavioral change.
- Allocate budgetary support for post-launch engagement and communications.
- Increase personnel for partner follow-up and stakeholder feedback analysis.
- Upgrade digital delivery systems for scalability and interactivity.

3.4.5 Potential for Replication

This process-driven launch model can be adapted to various APHRC projects and initiatives. Its versatility makes it applicable to:

- **Strategic Plan Rollouts:** Building early buy-in during the introduction of new organizational strategies.
- **Program or Tool Introduction:** Incorporating piloting, validation, and multi-channel communication into new research programs or knowledge tools.
- **Capacity Strengthening Initiatives:** Applying the model to the rollout of new training frameworks, policy toolkits, or curricula.
- Examples of potential replication include:
- The **Virtual Learning Academy (VLA)** for introducing new course suites.
- The **RRCS program** for deploying institutional strengthening frameworks.
- **Policy Engagements** for structured launches of toolkits or policy documents.

3.5: Digital Innovation for Evidence and Engagement – Transforming Regional Health Convenings

Presenters: Assane Diouf and Diana Munjiri
Theme: PEC (Policy Engagement and Communications).
Unit/Project: Synergy & Visibility
Category: Technology

3.5.1 About the Practice

The practice titled “Digital Innovation for Evidence and Engagement: Transforming Regional Health Convenings” leverages digital microsites to enhance the planning, delivery, and post-event engagement of large, multicountry health meetings. It was conceptualized and implemented in 2025 during two major Countdown to 2030 events; the Country Annual Meeting (CAM 2025) and the Immunization Coverage and Inequalities 2025 Annual Meeting (GAVI-supported).

The innovation integrates multilingual, interactive microsites hosting event materials, session links, speaker bios, agendas, and recordings in English, French, and Portuguese. This approach facilitates seamless access to event content and fosters inclusivity, collaboration, and sustainability at regional convenings.

3.5.2 Problem Addressed

Prior to the introduction of this innovation, managing event logistics, documentation, and multilingual engagement presented significant challenges. The practice addressed these issues by:

- Enhancing logistical efficiency and real-time communication before, during, and after events.
- Improving engagement and participation from country teams and regional partners.
- Ensuring multilingual inclusion and accessibility of event materials.
- Reducing the environmental footprint through decreased reliance on printed materials, promoting sustainable event delivery.

3.5.3 How the Practice Works

Digital innovation functions through custom-designed microsites created for each event. Each site serves as a dynamic event hub.

1. **Pre-event:** Host agendas, participant bios, and preparatory materials in multiple languages.
2. **During the event:** Provides live access to sessions, links, and documentation.
3. **Post-event:** Archive all recordings and resources for continued learning and reference.

The approach ensures that all participants, regardless of language or location, have equitable access to event content, enhancing engagement and learning outcomes.

3.5.4 Demonstrated Success

Since its implementation, the practice has achieved measurable impact in transforming regional convenings:

- Increased engagement from diverse country teams and regional stakeholders.
- Streamlined dissemination of event materials and outcomes.
- Enhanced accessibility through multilingual support.
- Improved sustainability by reducing paper use and physical documentation.

The innovation has been well received for its ability to blend technology, communication, and inclusivity, setting up a new standard for event organizations at APHRC.

3.5.5 Proposed Improvements

Planned enhancements aim to make the digital platform more functional and data-driven, including:

- Integrating event-specific content so that each microsite can be customized without full redevelopment.
- Expanding the site's role as a pre-, during-, and post-event engagement hub.
- Defining key performance indicators (KPIs) to measure engagement, reach, and efficiency.

Support needed includes design and multimedia resources, technical development, and knowledge of documentation tools to ensure sustainability and scalability.

3.6: Spatial Data Collection

Presenters: Caleb Cheruiyot, Francis Onyambu, and Esther Judith
Theme: Population Dynamics and Urbanization (PDU)
Unit/Project: Urbanization and Sustainability – IDEAMAPS
Category: Process

3.6.1 About the Practice

The Spatial Data Collection practice integrates traditional survey methods with geographic information to enhance the quality and utility of research data. By capturing both the *"what"* and the *"where"* during fieldwork, the approach provides a valuable geographic context that allows for mapping, spatial analysis, and visualization of community-level data.

The method was introduced in 2024 through the IDEAMAPS project in Korogocho and Viwandani, following earlier GIS efforts. This focused initiative aimed to address amenities of data gaps identified during Participatory Action Research (PARs), enhancing evidence-based decision-making at the community level.

3.6.2 Problem Addressed

Before this practice, spatial data gaps limited researchers' ability to identify location-specific challenges or visualize disparities. The innovation directly addresses:

- The absence of spatially contextualized data in community-level research.
- The need for quality checks and accuracy validation through spatial references.
- The limited ability to visualize data geographically, hindering deeper insights into local patterns and relationships.

By embedding geolocation in surveys, this approach enriches datasets, strengthens evidence, and informs more context-specific interventions.

3.6.3 How the Practice Works

The spatial data collection process follows five key steps:

1. **Tool Design:** Incorporate the latitude and longitude fields into survey tools.
2. **Training:** Build the capacity of data collectors for accurate spatial data collection (targeting below 5m accuracy).
3. **Data Collection:** Use GPS-enabled devices to capture coordinates alongside survey responses.
4. **Data Cleaning:** Review and validate spatial data for accuracy and consistency.
5. **Visualization:** Analyze and map collected data using tools such as **Excel** and **QGIS** (open-source GIS software).

This systematic process ensures the collection of reliable, location-based data that can be easily visualized and shared.

3.6.4 Demonstrated Success

The integration of spatial data collection into the IDEAMAPS project significantly enhanced data quality and relevance. A total of 695 data points were collected across Korogocho and Viwandani, covering 37 types of amenities, all of which were uploaded to OpenStreetMap.

Key outcomes include:

- Improved the precision and validation of data quality.
- Ability to visualize responses in real-time (e.g., through tools like Survey123).
- Enhanced understanding of spatial distribution and patterns within communities.
- Strengthened evidence base for urban planning and policy advocacy.

This has demonstrated the critical role of spatial data in identifying and addressing urban disparities effectively.

3.6.5 Proposed Improvements

To enhance quality and scale, the following improvements are proposed:

- Basic training for field teams on spatial data collection best practices.
- Collaboration with GIS specialists to tailor the practice to various program contexts. While minimal additional resources are needed, increased awareness of the value of spatial data can drive broader adoption and application in research and program design.

3.6.6 Potential for Replication

The Spatial Data Collection process is highly adaptable across projects and units within APHRC. It can be easily integrated into research protocols during tool programming and study design phases.

To scale adoption:

- Teams will require basic GIS skills to visualize spatial data effectively.
- GIS personnel may support advanced spatial analyses and mapping tasks. This approach can be replicated across multiple research areas to improve data quality, enhance visualization, and support evidence-informed decision-making.

3.7 Strengthening Institutional Capacity Through Structured Grant Management

Presenters: Gael Ekobono and Maureen Meliyo
Theme: Research and Related Capacity Strengthening (RRCS).
Unit/Project: Capacity Strengthening for Institutions (CSI) / Joint Programming Initiative on Antimicrobial Resistance (JPIAMR)
Category: Process

3.7.1 About the Practice

The African Population and Health Research Center (APHRC) has developed a robust, structured approach to grant and fund management under the Joint Programming Initiative on Antimicrobial Resistance (JPIAMR). Introduced in 2021, this process strengthens the financial and operational capacities of 22 grantees across 13 African countries who are implementing 16 projects.

The approach goes beyond fund administration by offering a comprehensive framework that includes inception meetings, due diligence assessments, and continuous capacity strengthening. It ensures that grantees comply with financial and contractual requirements while improving their governance and project management systems.

3.7.2 Problem Addressed

Many African research institutions face persistent challenges in managing grants effectively, including weak internal controls, inadequate documentation, and limited compliance with international financial standards. These gaps often reduce donor confidence and limit access to funding.

APHRC's model directly addresses these challenges by embedding Good Financial Grant Practice (GFGP) principles in all aspects of fund management. It enhances transparency, accountability, and performance while building long-term institutional capacity for sustainable program delivery.

3.7.3 How the Practice Works

The fund management process is implemented through a well-defined cycle that ensures quality assurance and accountability at each stage:

1. **Inception Meetings** – Introduction of grantees to project objectives, expectations, and compliance standards.
2. **Onboarding and Contracting** – Establishing agreements aligned with donor and institutional requirements.
3. **Due Diligence (GFGP)** – Assessing institutional capacity and identifying areas for improvement.
4. **Capacity Strengthening** – Providing targeted training, mentorship, and technical support.
5. **Monitoring and Check-Ins** – Conducting monthly follow-ups and field visits to assess progress and address challenges.
6. **Review and Reporting** – Evaluating program and financial reports to ensure alignment with deliverables.
7. **Close-Out and Sustainability** – Ensuring lessons are captured and embedded for future projects.

This systematic approach promotes accountability and consistent quality throughout the project lifecycle.

3.7.4 Demonstrated Success

Since implementation, the JPIAMR fund management process has achieved measurable improvements in institutional performance:

- Supported 22 grantees in 13 countries across 16 projects.
- Strengthened the capacity, accountability, and governance of partner institutions.
- Enhanced collaboration and transparency through structured reporting and performance-based disbursement.
- Promoted sustainability by embedding GFGP standards in institutional operations.

The continuous monitoring framework and regular audits have also reduced reporting delays, improved documentation, and fostered a culture of compliance. This process has contributed to greater funder confidence and positioned grantees for future funding opportunities.

3.7.5 Proposed Improvements

To further strengthen this process, APHRC plans to integrate annual grantee audit participation into the standard procedure. This enhancement will reinforce accountability, identify financial risks early, and ensure compliance with international grant management standards.

The initiative will require financial resources and dedicated personnel to manage audits, provide follow-up support, and sustain quality improvements.

3.7.6 Potential for Replication

This model is scalable and adaptable across other APHRC units and projects, particularly in areas such as maternal and child health, education systems, nutrition, and migration. With an increasing donor emphasis on efficiency and transparency, this process offers a tested framework for ensuring credibility and sustainable grant delivery.

Replication will require budgetary support, dedicated staff, and ongoing capacity-building to maintain consistency and alignment with institutional standards.

3.8 Elevating Data Quality – The Power of Enumerator Feedback (Post-Data Collection)

Presenters:

Marcella Mwaka, Jarim Omogi, Hesborn Wao

Theme: Research and Related Capacity Strengthening (RRCS)

Unit/Project: Individual Capacity Strengthening

Category: Process

3.8.1 About the Practice

The “Elevating Data Quality” practice introduces a standardized digital feedback mechanism—a structured Google Form designed to gather direct input from enumerators after each data collection exercise. Implemented post-fieldwork, it captures insights about field experiences, training quality, tool usability, supervision, safety, and logistical support.

By institutionalizing a systematic feedback loop, the practice ensures that lessons from the field are not lost, but instead inform continuous learning, data quality improvement, and operational efficiency across the Center.

3.8.2 How the Practice Works

The enumerator feedback form is administered digitally following each data collection assignment.

Step-by-Step Process:

1. Enumerators complete the form immediately after data collection.
2. Respondents can remain anonymous or identify themselves for follow-up.
3. The form collects basic project details and feedback ratings using a **5-point scale** on key areas such as training, supervision, tool usability, and logistics.
4. Enumerators highlight challenges faced in the field, technical, environmental, or social.
5. Open-ended sections allow for additional comments and recommendations.
6. Data are aggregated and analyzed to generate insights for future improvements.

This approach not only enhances accountability but also creates a structured mechanism for integrating field-level learning into organizational planning and training.

3.8.3 Demonstrated Success

The feedback mechanism provides a robust platform for continuous learning and adaptive management by directly engaging field staff on the primary source of operational knowledge.

Key contributions include:

- Strengthening data quality management through targeted improvements.
- Supporting real-time learning to address recurring challenges in data collection.
- Promoting a culture of openness and inclusion, where field staff perspectives directly shape institutional processes.

By systematically identifying what works and what doesn't, this tool enhances the efficiency and effectiveness of field operations while reinforcing APHRC's commitment to evidence-informed decision-making.

3.8.4 Proposed Improvements

The practice will continue to evolve through periodic reviews of form structure and content based on collected feedback and emerging needs. Future improvements may include:

- System upgrades for advanced analytics or integration with internal dashboards.
- Policy endorsement to institutionalize the practice across all projects.
- Enhanced visual reporting features for better data visualization and learning dissemination.

3.8.5 Potential for Replication

This mechanism is universally applicable across all units and projects at APHRC. It can be easily customized to suit different operational contexts.

Replication Opportunities:

- Field-based research projects – improving enumerator training and data quality.

- Program evaluation teams – collecting insights on program delivery and implementation.
- Capacity strengthening initiatives – gathering feedback on training relevance and effectiveness.
- Operations and logistics units – refining support systems based on real user experiences.

Resource Needs:

Minimal; primarily dedicated personnel for data review and moderate technical support for system enhancements.

3.9 Enhancing Peer Reviews Through Moodle Workshops in the Virtual Academy

Presenters: Benard Ondiek, Gideon Kiprotich

Theme: Research and Related Capacity Strengthening (RRCS)

Unit/Project: ARSH

Category: Process

3.9.1 About the Practice

The "Enhancing Peer Reviews Through Moodle Workshop" practice was introduced in May 2025 during the launch of the first cohort of the ARSH Grant Writing Course. It leverages Moodle's built-in peer review feature to enhance interaction and feedback within self-paced courses on the Virtual Learning Academy (VLA).

This approach empowers participants to both submit and review peers' work, simulating real-world peer evaluation processes. It ensures timely, diverse, and constructive feedback while addressing the challenge of limited learner interaction and instructor bottlenecks in large online cohorts.

3.9.2 How the Practice Works

The peer review process was designed to create an interactive, scalable, and reflective learning experience. It is implemented through the following steps:

1. Participants upload their submissions (e.g., draft proposals) within the course platform.
2. The system distributes submissions to peers for review either randomly or through structured assignments.
3. Each reviewer assesses submissions using a customized rubric aligned with course objectives.
4. Participants provide and receive feedback from multiple peers.
5. Instructors review and moderate feedback for quality assurance.
6. Final feedback is consolidated and shared within a defined timeframe.

This structured process promotes engagement, accountability, and collaboration, helping learners refine their skills through exposure to diverse perspectives.

3.9.3 Demonstrated Success

Since its introduction, this practice has significantly improved the quality and interactivity of online learning.

- **Enhanced Learning Outcomes:** Participants benefit from feedback grounded in both peer and instructor perspectives, leading to more holistic learning.
- **Greater Engagement:** Peer evaluation increases learner ownership and active participation.
- **Scalability:** The model reduces reliance on a single instructor, enabling smooth facilitation of large course cohorts.
- **Efficiency Gains:** Peer-assisted feedback saves instructors time while maintaining high-quality learning experiences.

Overall, the practice has fostered a more collaborative, reflective, and participatory learning culture within the ARSH program.

3.9.4 Proposed Improvements

To strengthen and expand the model, the following enhancements are proposed:

- Institutionalize peer review as a standard feature across all courses hosted on the VLA.
- Conduct training sessions for both facilitators and learners on effective peer review and constructive feedback delivery.
- Promote awareness campaigns across other programs to encourage adoption.

These steps will help sustain quality and consistency while embedding peer review into APHRC's broader learning ecosystem.

3.9.5 Potential for Replication

This innovation is highly adaptable and can be integrated into various skills-based and professional development programs within and beyond APHRC.

- **Replication Potential:** Suitable for concept evaluation, course-based assignments, and collaborative refinement of ideas across teams and projects.
- **Resource Requirements:** Access to the Virtual Learning Academy platform, facilitator training, and tailored rubrics for the different modules.
- **Possible Applications:**

a. Early-stage idea evaluation and feedback loops (e.g., pipeline or "big ideas" submissions).
b. Courses in other programs follow a similar self-paced, blended, or virtual learning model.

4.0 Overall Session Findings

This section will provide feedback from the reviewers and participants on the showcased practices.

4.1: Reviewers Feedback

This section summarizes the reviewers' feedback in terms of overall scoring and general feedback of the presented practices.

4.1.1 Reviewers Overall Score on Practices

The presenters were assessed based on the practice clarity, how it works, demonstrated success and potentials for replication. The overall scores for each practice are as highlighted in ***Figure 4.1***.

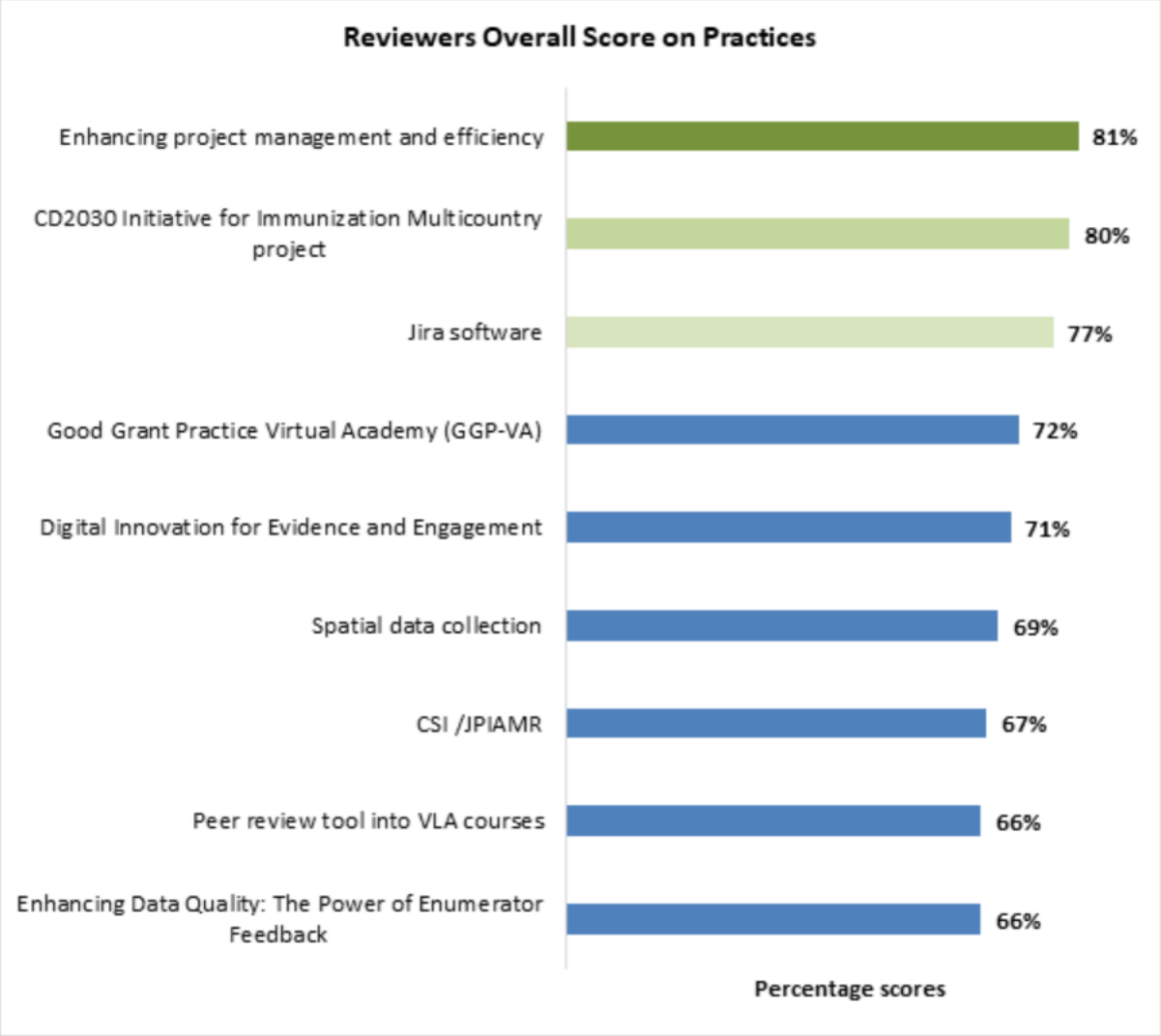

Figure 4.1: Reviewers Overall Score on Practices

4.1.2: Summary of the Reviewer's Findings

The reviewers provided comprehensive feedback on the submitted practices, focusing on areas of system integration, clarity of presentation, scalability, and innovation enhancement. The reviewers emphasized improving technical strength, enhancing implementation clarity, and ensuring replicability across programs.

4.1.2.1: System Integration and Alignment

Reviewers recommended aligning new practices with existing Center-Wide tools such as JIRA, the MEL system, and other project management platforms to avoid duplication and enhance interoperability.

There was a call to co-create in-house tools through collaboration across teams for greater efficiency and sustainability.

4.1.2.2: Technology and Data Management Enhancements

Multiple suggestions highlighted the importance of replacing Google Sheets with secure, scalable databases and embedding AI and advanced analytics to improve data visualization, user experience, and engagement. Reviewers encouraged the integration of geospatial and Rshiny web-based functionalities to expand the practices' analytical capabilities.

4.1.2.3: Clarity of Documentation and Implementation Pathways

Several submissions lacked detailed step-by-step implementation guides. Reviewers advised the inclusion of visual workflows, clear articulation of problem statements, and defined implementation pathways to strengthen understanding and replicability. Practices should also clearly present achievements, evidence of success, and plans for future improvement or adoption.

4.1.2.4: Practices Titles:

Several practices required refined titles to better communicate their purpose and value. Reviewers proposed renaming certain innovations (e.g., "Countdown 2030 Analytics Platform," "Geospatial Data Collection") for clearer branding and recognition.

4.1.2.5: Ethical, User, and Customization Considerations

Feedback highlighted the need for ethical safeguards, especially when collecting geospatial data, to protect participant privacy. Reviewers also suggested developing customized versions of tools for different audiences and improving user interactivity (e.g., transforming event management systems into interactive apps like WHOVA).

4.1.2.6: Evidence and Learning Integration

Reviewers emphasized the importance of embedding each practice within the data lifecycle and linking it to learning and reflection mechanisms. They recommended using empirical evidence, trend data, and AI-driven analytics to demonstrate impact and inform adaptive improvements.

4.1.2.7: Overall Remarks

Overall, the reviewers commended the practices for their innovation, applicability, and potential for Center-Wide value. However, they called for greater attention to clarity, technical depth, and integration to ensure sustainability and scalability across the Center. Strengthening documentation,

articulating clear implementation pathways, and embedding technology and evidence-driven approaches will enhance the practices' credibility and uptake.

Moving forward, these insights provide a strong foundation for refining the showcased practices into scalable, well-documented models that reflect APHRC's commitment to innovation, learning, and operational excellence.

4.2: Analysis of Participants Feedback

This section presents general feedback from the participant on the usefulness of the practice, areas for capacity strengthening and potential replicability of the showcased practices.

4.2.1 Usefulness of the Practices for APHRC Work

Participants were asked to indicate practices that they find useful for APHRC Work. The tally is as indicated in ***Figure 4.2***.

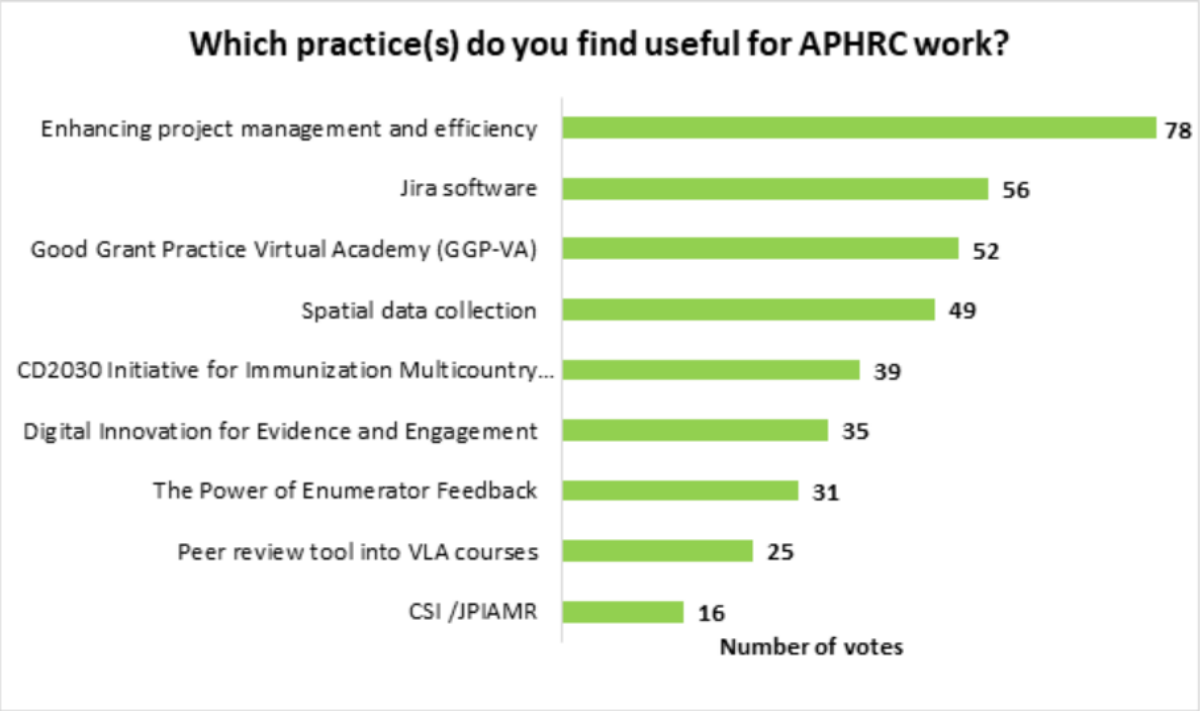

Figure 4.2: Reviewers Overall Score on Practices

4.2.2 Clarity on Practices

Participants were also requested to identify practices they needed more information on, training and capacity strengthening. The results are as indicated in ***Figure 4.3***.

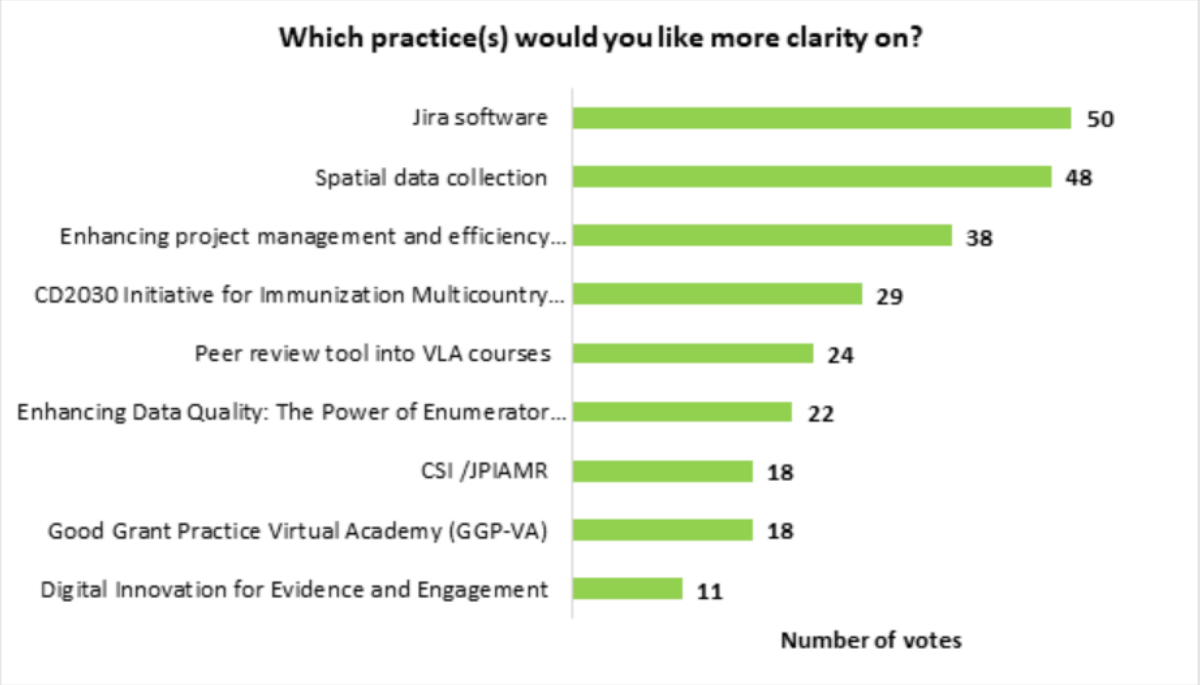

Figure: 4.3: Clarity on Practices

4.2.3: Replication across Units and Projects

Participants were requested to select practices that can be replicated in their unit or project work. The results are as indicated in ***Figure 4.4***.

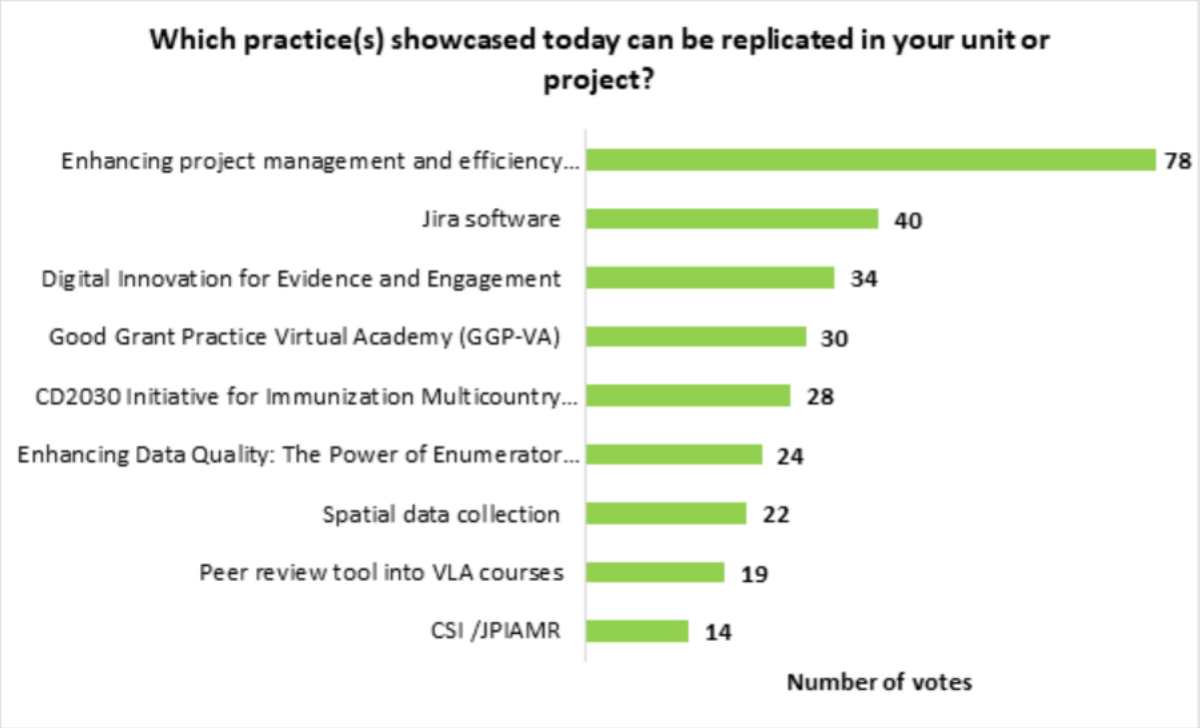

Figure: 4.4

4.3: Participants Summary Feedback on the Showcased Practices

The feedback highlights the summary responses received from participants when asked to provide feedback on the showcased practices.

4.3.1: General Perception

Most participants used positive descriptors such as *great, excellent, timely, informative, insightful,* and *innovative* to describe the practices. They appreciated the creativity and practical applicability of the innovations and noted that they address real operational needs. Respondents recognized the presentations as a reflection of hard work, commitment, and continuous improvement across teams. The event was viewed as an important platform for strengthening collaboration, enhancing institutional efficiency, and promoting continuous learning across programs and units.

4.3.2: Innovation and Usefulness

There was consensus that the innovations have strong utility both within and beyond the Center. Several participants noted that the practices could be adopted or adapted by multiple units to improve workflows, data management, project tracking, and communication. Many viewed them as valuable for replication and scaling across different projects, with potential to become standardized organizational tools.

4.3.3: Key Strengths Identified

The Knowledge Fair showcased high levels of innovation and creativity, particularly in project management, data management, and digital engagement tools. The practices presented were not only relevant but also practical, with strong potential for replication and adaptation across different units. Presentations were clear, engaging, and well-prepared, reflecting excellence in both execution and communication. Overall, the Fair proved to be a vital platform for learning and collaboration, reinforcing APHRC's culture of shared learning and continuous adaptation.

4.3.4: Applicability and Adoption

Respondents encouraged the Center to be intentional about adopting and institutionalizing some of the showcased practices. There were calls to identify practices that can be formalized as part of *"the APHRC way"*, ensuring standardization while allowing flexibility for customization at unit level. Participants highlighted that adoption should be Center-Wide to ensure consistency and promote integration.

4.3.5: Opportunities for Improvement

While most feedback was overwhelmingly positive, a few participants provided constructive suggestions, including:

- Enhancing existing dashboards and integrating them into the MEL portal rather than creating parallel systems to avoid duplication of effort.
- Conducting capacity-strengthening sessions and providing training to staff to facilitate smooth adoption and use of the tools.
- Ensuring that innovations remain sustainable and cost-effective, with a preference for in-house or open-source systems that do not require heavy subscription fees.
- Offering financial and technical support to teams for scaling up their ideas and maintaining the tools.
- Allowing more time for demonstrations in future sessions to deepen understanding of each innovation.

4.3.6: Learning, Collaboration, and Engagement

Many participants appreciated the session as a valuable learning and knowledge-sharing opportunity. They emphasized that such forums strengthen collaboration and inspire creativity among teams. There was widespread agreement that these kinds of internal showcases should be held more frequently to promote cross-unit learning and exchange of best practices.

4.3.7: Sustainability and Strategic Integration

A few participants underscored the importance of ensuring that any adopted innovation is well integrated into existing systems, scalable, and aligned with broader APHRC strategies. They emphasized that background work such as developing guidelines, refining tools, and providing ongoing technical support is crucial for long-term success and sustainability.

5.0 Actionable Next Steps

The MEL Unit will work in collaboration with the practice submitters, staff and management to institutionalize the knowledge fair practices through the following ways;

- Top 3 practices will be supported to present at the 2025 APHRC Symposium with attendance from the board and partners.

- Develop a Center-Wide Standard Operating Procedure incorporating best practices for the top 5 practices, to ensure replication across the Center and incorporate them into a formal 'APHRC Way' framework.
- Conduct targeted capacity-strengthening sessions to enhance staff proficiency in adopting and applying these practices.
- Work with practice submitters to integrate showcased platforms with existing APHRC systems to enhance efficiency and reduce redundancy.
- Develop a framework for conducting regular learning exchanges/mini knowledge fairs to sustain learning momentum and promote cross-unit collaboration.

6.0 Conclusion

The APHRC Knowledge Fair 2025 demonstrated the Center's strong culture of innovation, reflection, and collaboration. By embracing learning and adaptation as core principles, the Center continues to strengthen its ability to deliver impact through evidence and knowledge. The showcased practices demonstrate how adaptable, evidence-driven solutions can transform systems, enhance efficiency, and strengthen collaboration across programs. The feedback demonstrates a strong sense of collective pride and ownership in the showcased innovations. Staff members are eager to see these practices refined, integrated, and institutionalized to drive efficiency and learning across the Center. The session was seen not just as a showcase but as a milestone in promoting internal innovation, collaboration, and continuous improvement. Institutionalizing the lessons and practices showcased during the Fair will further reinforce APHRC's position as a learning organization committed to continuous improvement.

7.0 Appendices

Appendix 1: APHRC Knowlege Fair Catalogue- See Link
Appendix 2: Implementation Template top 5 Practices –See Link
Appendix 4: Knowledge Fair Concept Note and Agenda – See link
Appendix 5: Communication Plan- See Link
Appendix 5: Reviewers Template – See link
Appendix 6: Submission Template – See Link
Appendix 7: Agenda Knowledge Fair –See link

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Appendix 8: Actionable Next Steps Grant Chart

Key Areas	Activities	MEL Lead	Implementation Lead	Timelines 2025/2026		
				Q4	Q1	Q2
The top 3 practices will be supported to present at the 2025 APHRC Symposium with attendance from the board and partners.	1.Share feedback Report 2. Conduct engagement to prepare for sympossium3. Identify and request necessary material.	**Sylvia**	**-Daniel and Frank - Daisy and John -Peter and Ann**			
Develop a Center-Wide Standard Operating Procedure incorporating best practices for the top 5 practices, to	1. Develop Documentation Template for Best Practices 2. Develop a Framework for the SOP 3. Engage practice submitters. 4. Engage the Identified Units and Projects	**Evans**	**Daniel and Frank - Daisy and John -Peter and Ann - Assane and Diana -Gift and Ann**			
Conduct targeted capacity-strengthening sessions to enhance staff proficiency in adopting and applying these practices.	1. Develop targeted material for the session aligned to the practice 2. Engage the submitters 3. Conduct capacity strengthening to the identified project or Unit		**Identified practice submitters**			
Integrate showcased platforms with existing APHRC systems	4. Develop analysis tool on compatibility of the platforms with submitters. 5. Engage relevant teams including ICT.	**Evans**	**Identified practice submitters**			

	6. Develop test environments and modalities for Integration. 7. Integrate the platforms whhere necessary					
Develop a framework for conducting regular learning exchanges/mini knowledge fairs to sustain learning momentum and promote cross-unit collaboration.	8. Draft the knowledge fair framework. 9. Engage MEL Team on the review of the framework 10. Engage leadership for approval and further review 11. Develop and publish the final module. 12. Conduct a brownbag/staff meeting to create awareness	**Sylvia**	**MEL Team**			