ANNUAL REPORT 2020
Navigating the New Normal
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In 2020, APHRC researchers pivoted their efforts at a time when local expertise was invaluable in driving national responses, and Africans needed to make their voices heard in driving the narrative about the continent. Our teams are at the forefront of conducting research on multiple aspects of the pandemic, as well as its effects on longstanding population and public health issues likely to be exacerbated by the pandemic.

What a year 2020 was! Rarely has there been a year filled with so much uncertainty and upheaval, from the most significant global health crisis in modern history to an economic crisis, to international movements of activism. As the whole world was struck by an unexpected and barely-understood disease, this uncertainty was compounded by scary and worst-case scenario projections about the impact of the COVID-19 pandemic on the continent of Africa.

The Center will continue to play a central role in generating evidence, supporting decision-making, and building the capacity of Africans to take on research leadership roles; because, at a time like this, the Center’s mission has never been more critical.

I would like to congratulate the APHRC team of staff and senior management who have shown remarkable resilience under extraordinary circumstances. Next, I wish to thank the Board members who have supported the Center throughout a difficult year with their guidance and advice.

Lastly, to all our partners, funders and supporters, I wish to express my gratitude for your unwavering support for the Center’s vision and for that extra support you accorded us this year.

We look forward to a more certain future in 2021, a future where the lessons of 2020 will continue to shape our work and guide our mission as we strive to build back better.
2020 was an extraordinary year in many respects. It is the year that the whole world was struck by a deadly pandemic, the first of its kind in modern history. It was a year that we survived but also the year when we dug deep into personal reserves that we did not even know we had.

2020 exposed long-standing inequalities in global health, within and between countries. It exposed the divide between the haves and have-nots, who wore a mask, who could wash their hands with soap and water, who got tested, who had access to well-equipped hospitals and who could get a ventilator if they needed it. More significantly, the pandemic brought to the fore whose voices could be heard in the global discourse about the pandemic. African institutions and scientists found themselves in an unfamiliar situation of leading the response in their countries without international experts - and they rose to the occasion. The Center’s experts have driven an unprecedented growth in media engagements and outreach, providing critical COVID-19 response advice to governments and other policy actors.

2020 was also the year when many African scientists claimed their voice, determined to shape the narrative about Africa. As an African research institution, APHRC found itself in a strong position to lend its voice to the ongoing discourse on racial justice and decolonizing global health, having long been a champion of equitable, mutually beneficial, global-north, global-south partnerships in research.

In the midst of all the uncertainty and anxiety, the Center started initiatives to provide data on COVID-19 in Africa and continued work in key areas of global health to highlight the impact of the pandemic on long-standing health and development issues. We also identified opportunities that will shape the way the Center works in future in a radically altered world.

By establishing online communications and collaboration platforms, we were able to work with more partners in the policy arena at the national and regional level, train many more beneficiaries in our short courses, adopt remote data collection approaches, streamline remote working arrangements and learn how to stay productive and connected with each other. Valuable lessons have been learned and shared and have left the Center better equipped to navigate a world that needs to pause and reflect on inefficient practices that are also harmful to the environment.

I am grateful to the APHRC family which pulled together and supported each other during a very difficult time; to the senior management teams that went an extra mile to design and implement strategies to keep everyone safe and maintain institutional health; to the Board that remained engaged and supportive at a time of great anxiety and uncertainty; and to our funders and partners for their patience, flexibility and understanding that helped us navigate the troubled waters of 2020.
Introduction

In preparing the 2020 annual report, we reflected on a year that was like no other. This report therefore highlights, not just the Center’s achievements but our experience navigating troubled waters.

Despite the disruption faced globally as the world experienced one of the most significant pandemics in modern history, the Center emerged strong. Our story is like a puzzle with four interconnected pieces:

- **We are In It Together** - that was the realization we came to as members of the APHRC family, alongside our partners, funders, the communities we serve and indeed the whole of humanity

- **Collaboration** - is not only inevitable but is invaluable when you find yourselves in the same boat

- **Building Resilience** - the world has changed and we must change with it, if we are to build back better; so we built systems for the future

- **Celebrating our Wins** - there were wins; those bright spots in a difficult year; those achievements that kept us going; the results of the collective efforts of many and we celebrate them.

The year 2020 gave us the opportunity to demonstrate the power and potential of evidence as a driver of change.

Never has there been a more opportune time for the Center to establish the power and value of African experts leading conversations about change in Africa.

We hope you enjoy reading about our journey in 2020 and the four pieces of a puzzle woven together in the year of the pandemic.
Chapter 1: In It Together

A global pandemic and working remotely precipitated feelings of anxiety and isolation from family members, friends and colleagues. In unfamiliar territory and faced with the realization that we are in this together, our spirit of togetherness shone through.

As the world grappled with the virus, collaboration both within and outside the Center became paramount. Our staff banded together to provide both mental and emotional support to each other; they ensured that COVID-19 mitigation measures were rapidly developed, deployed, and adhered to, all in an effort to safeguard one another. Our holistic approach to the wellbeing of our staff including mental, vocational, social and emotional health - led us to the second place position in the Global Center for Healthy Workplace Awards under the SME category.

Externally, we successfully worked with our partners to manage disruptions in their own institutions and ensured project delivery, while our funders extended a lot of grace and flexibility.

As the pandemic continued to evolve globally, Africa was left behind in the race to find the materials and resources needed to control the virus’ spread within its borders. The pandemic has brought to the fore long-standing inequalities in access to critical tools for testing, treating and preventing diseases within and across countries.

The Center has been a loud voice for vaccine equity and equitable access for other COVID-19 prevention supplies and will continue to make the case for global, regional and national decisions that will ensure greater solidarity in tackling issues that affect the human race.
Chapter 2: Collaboration

Living through a very disruptive pandemic and realizing that we are in it together, requires unprecedented collaboration. The year 2020 also brought with it enormous opportunities.

The Center swiftly adapted to the new normal and pursued a mutual and impact-focused outreach strategy with key policy actors. We deepened our policy-focused partnerships and collaboration with regional bodies, civil society organizations and the media. We ramped up our collaborative efforts with the East African Community (EAC), the East African Legislative Assembly (EALA), the Southern African Development Community Parliamentary Forum (SADC PF) and the West African Health Organization (WAHO) on sexual reproductive health and rights (SRHR). In addition, building on the success of previous engagements with the Government of Kenya, the Center was designated a research to policy partner for the Ministry of Water, Sanitation and Irrigation.

In a landmark step to open gender data up to the world, the Center partnered with Global Health 50/50 and the International Center for Research on Women to launch the world’s most comprehensive global public dashboard, under the Sex, Gender and COVID-19 Project. We are illustrating clearly how COVID-19 affects the health of men and women differently across the globe while dramatically increasing the number of countries monitored.

In 2020, we expanded our partnerships into all areas of our work. We started new partnerships with like-minded policy research organizations, and started new initiatives in COVID-19 related research while keeping alive our research focus on matters that continue to be pertinent to the health and wellbeing of Africans.
Chapter 3: Building Resilience

2020 challenged us to re-examine our operational systems and their adaptability.

As we transitioned to working remotely, we expanded our online infrastructure, automated more administrative processes and banked on innovative approaches to keep most of our programmatic areas of work going.

Under the new normal, safety was paramount for our staff and in our operations. We established new guidelines for conducting research during the pandemic, adopted hybrid methods for data collection, reprogrammed some projects, and embraced the virtual space for training and stakeholder engagement. Our approach saw the Center break new ground in reaching wider audiences with evidence, tools, and resources. It also saw our work in policy engagement and training continue almost unabated.

As the year came to a close we were delighted to see systems developed in response to a crisis become more established, opening doors to limitless possibilities for communicating, public engagement and training in the new normal. A quick shift to virtual training platforms has led to the development of an APHRC Virtual Academy that will transform the way we offer training.
Chapter 4: Celebrating the Wins

In spite of disruptions, remote working and uncertainty, there were also many bright spots that the Center was able to celebrate.

At a critical moment in global health, APHRC was for the fifth year recognized among leading global think tanks in domestic health policy in the 2020 Global Go To Index Report.

The Center also emerged as one of the top 10 visionaries in the Rockefeller Food System Vision Prize in recognition of our bold idea to address food system challenges in Nairobi. Our winning team, consisting of members from the Maternal and Child Wellbeing Unit and Policy Engagement and Communications Division, was selected from a pool of more than 1,300 applicants from 119 countries.

Our policy engagement efforts with regional bodies resulted in advances in the policy debates around SRHR, and supported the development of the Kenya Sanitation Policy. Our civil society partners were at the forefront of advocacy for domestic financing for vaccination programs in Kenya, Ivory Coast and Ghana.

This year, the Center celebrated the tenth anniversary of its flagship doctoral training program: The Consortium for Advanced Research Training in Africa (CARTA). We took the time to reflect on the findings from an evaluation exercise, aimed towards understanding what had been achieved since the program’s inception. The evaluation showcased the CARTA program’s achievements in building a critical mass of highly trained African scholars at PhD level, whilst also instilling a high-level commitment from partner universities through implementing innovations learnt through CARTA in their broader approaches to graduate education.

But let’s take a look at the numbers;

- Seven out of eight partners have included components of the actual curriculum CARTA uses in their modules, into curricular for post-graduate training at their universities;
- Seven of the eight African partners that run PhD programmes have now institutionalized training of PhD supervisors;
- In 2020, we celebrated the award of 10 new doctoral degrees, bringing the number of CARTA graduates to 97.
Here’s a quick overview of some our 2020 key highlights

57
new projects commenced across our programmatic areas of work during the 2020 reporting period
(This was an 84% increase from 2019)

118
APHRC-led Publications: 118 peer-reviewed journal articles, 13 policy briefs, 5 technical reports
(This was a 20% increase of from 2019)

25
Fellowships: 25 new doctoral fellowships awarded and 10 doctoral graduates under CARTA
(Since the CARTA program begun, 97 fellows have completed their doctoral degrees)

215
Publications by Research Fellows: 215 peer-reviewed journal articles published by CARTA and ADDRF fellows
(193 peer-reviewed journal articles published by CARTA fellows, and 22 published by ADDRF fellows)

438
Registered 438 participants in our short course workshops under the Training Unit
(this is the highest number of trainees recorded in a year and an increase of 39% from 2019)
Financials

Our Center’s commitment to transparency and accountability has led to consistent unqualified audits, even as we implement our largest-ever and most diverse portfolio of projects. Despite a challenging year that called for adjustments in operational budgets and constant evaluation of the Center’s financial health in the pandemic, we pulled through safely, albeit with a discernible decline in income and expenditure compared to 2019.

Take a look!

2020 Income

<table>
<thead>
<tr>
<th>Income Breakdown</th>
<th>Restricted</th>
<th>Unrestricted</th>
<th>Total in 2019</th>
<th>Total in 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grant income</td>
<td>$12,218,904</td>
<td>$2,936,739</td>
<td>$15,155,643</td>
<td></td>
</tr>
<tr>
<td>Other income</td>
<td>0</td>
<td>$800,929</td>
<td>$800,929</td>
<td></td>
</tr>
<tr>
<td>Finance income</td>
<td>0</td>
<td>$160,293</td>
<td>$160,293</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$12,218,904</td>
<td>$3,897,961</td>
<td>$16,116,865</td>
<td></td>
</tr>
</tbody>
</table>

Sources of Income

2020 Income

$16,116,865

23.4% Unrestricted Income
76.6% Restricted Income

2019 Income
$18,560,531

2020 Expenditure

$15,773,886

77.5% Restricted Expenditure
22.5% Unrestricted Expenditure

2019 Expenditure
$18,421,779

Sources of Expenditure

Expenditure Breakdown

<table>
<thead>
<tr>
<th>Sources of expenditure</th>
<th>Restricted</th>
<th>Unrestricted</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct programme expenses</td>
<td>$2,218,904</td>
<td>$795,282</td>
<td>$15,272,474</td>
<td>$13,014,186</td>
</tr>
<tr>
<td>Administration and support</td>
<td>0</td>
<td>$2,759,700</td>
<td>$3,149,305</td>
<td>$2,759,700</td>
</tr>
<tr>
<td>Total expenditure</td>
<td>$12,218,904</td>
<td>$3,554,982</td>
<td>$18,421,779</td>
<td>$15,773,886</td>
</tr>
</tbody>
</table>

Surplus

<table>
<thead>
<tr>
<th>Surplus</th>
<th>Restricted</th>
<th>Unrestricted</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net operating income</td>
<td>–</td>
<td>$182,686</td>
<td>$38,033</td>
<td>$182,686</td>
</tr>
<tr>
<td>Finance income</td>
<td>–</td>
<td>$160,293</td>
<td>$176,785</td>
<td>$160,293</td>
</tr>
<tr>
<td>Total surplus</td>
<td>–</td>
<td>$342,979</td>
<td>$138,752</td>
<td>$342,979</td>
</tr>
</tbody>
</table>
**2020 Assets**

<table>
<thead>
<tr>
<th>Assets</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total assets</td>
<td>$28,819,798</td>
<td>$26,790,986</td>
</tr>
<tr>
<td>Non Current Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property and equipment</td>
<td>$13,146,771</td>
<td>$13,006,241</td>
</tr>
<tr>
<td>Intangible assets</td>
<td>$147,955</td>
<td>$91,542</td>
</tr>
<tr>
<td>Total non-current assets</td>
<td>$13,294,726</td>
<td>$13,097,783</td>
</tr>
<tr>
<td>Current Assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and bank balances</td>
<td>$13,020,647</td>
<td>$11,432,868</td>
</tr>
<tr>
<td>Debtors and deposits</td>
<td>$1,029,393</td>
<td>$890,033</td>
</tr>
<tr>
<td>Grant receivable</td>
<td>$1,464,832</td>
<td>$1,460,302</td>
</tr>
<tr>
<td>Total current assets</td>
<td>$15,525,072</td>
<td>$13,693,203</td>
</tr>
</tbody>
</table>

**Funds Balances & Liabilities**

<table>
<thead>
<tr>
<th>Funds Balances &amp; Liabilities</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total fund balances &amp; liabilities</td>
<td>$28,819,798</td>
<td>$26,790,986</td>
</tr>
</tbody>
</table>

**Fund Balances**

<table>
<thead>
<tr>
<th>Fund Balances</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total fund balances</td>
<td>$14,394,430</td>
<td>$14,678,615</td>
</tr>
</tbody>
</table>

**Liabilities**

<table>
<thead>
<tr>
<th>Liabilities</th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total liabilities</td>
<td>$14,425,368</td>
<td>$12,112,371</td>
</tr>
</tbody>
</table>
To our funders, we thank you for standing in solidarity with us and extending the financial flexibility needed to make necessary adjustments in our programmatic areas of work.

Funders

To our funders, you believe in the true spirit of collaboration transcended many obstacles. With your support, we explored new frontiers, and with a collective voice, we have worked towards what matters most for the African people.

Partners

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3IE Academy for Health Development (AHEAD), Nigeria
ABD and AICs Thinking Partners’ AFIDEP
African School of Economics through Institute of Empirical Research in the Political Economy, Benin
African Union Development Agency, South Africa
Agency for Research and Development Initiative
Ardi University
Busara Center for Behavioral Economics, Kenya
Cardiff University
Centre de Recherche en Sante de Nouna (CRSN)-Burkina Faso
Coalition of NGOs in Health (GCNH)
Columbia University
Community Health Center Busabala Community Health Partners
Drexel University
Duke University
East, Central and Southern Africa Health Community
Ebony State University
Economic Policy Research Centre
Elimu Yetu Coalition
ESE-O, Santiago, Chile
Fawe Sengaal
FENOS-CI
Guttmacher Institute
HakikiUmo
Harvard University
Health NGOs Network (HENNET)
Hope for Future Generations (HFFG), Ghana
HRP Alliance Research Grantees
I-cly Uganda
Ifakara Health Institute
India Development University, Bangladesh
Institut Supérieur des Sciences de la Population (ISSP)
Institute for Public Finance Kenya
International Center of Research on Women (ICRW)
John Hopkins University
Jimma University, Ethiopia
Katiba Institute
Kenya Paediatric Research Consortium
Kidogo Innovations
Kwame Nkrumah University of Science and Technology
Lancaster University
Langata Hospital
Liverpool School of Tropical Medicine
London School of Hygiene and Tropical Medicine
Loughborough University
Luke University
Lund University
LVCT Health
Makerere University
Malawi Polytechnic
Marie Stopes Kenya
Maziriga Institute
MEIRU
Melchizedek Hospital
Miss Koch
National Institute for Sustainable Development
Newcastle University
National Institute for Medical Research,
Tanzania
North-West University
Parthenon Population and Development Africa Regional Office (PPO-ARO)
Pharm Access
Population Council
Raising Voices Uganda
Science Africa
SEND Ghana
SIDAREC
Slum TV

SLUMCHILD Foundation
Southern Hemisphere
St. John’s Hospital Githurai
Stellenbosch University
TenMe
The Aga Khan University
The College of William and Mary
The Ghana Health Service to
Community Empowerment and Media Initiative (CEMI-K)
Triggerrise
Uganda Society for Disabled Children
United Nations University
University College London
University of Amsterdam
University of Cape Town
University of California, Berkeley
University of Dodoma
University of Ghana
University of Health and Allied Sciences
University of Ibadan
University of Iowa
University of Kente
University of Kwazulu-Natal
University of Manitoba
University of Maryland
University of Ouagadougou
University of Oxford
University of Queensland
University of Rwanda
University of South Carolina
University of Swansea
University of Twente
University of the Witwatersrand
University of Warwick
University of Western Cape
University of Zambia
U-Tena Youth Organization
Val Partner
WaterAid, East Africa
Well Made Strategy
Well Told Story
York University
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