



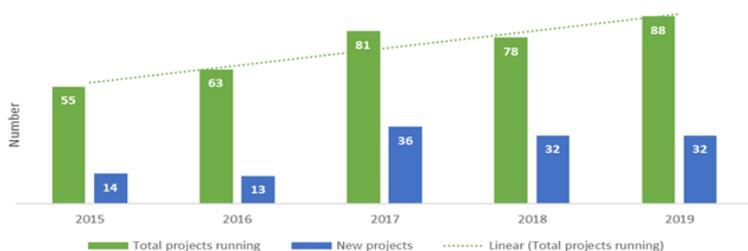
STRATEGIC PLAN PERFORMANCE 2019

Brief Report by Development Unit



This newsletter highlights APHRC's achievements in 2019 in line with the 2017-2021 Strategic Objectives and the four Guiding Principles. Considerable ground has been covered in 2019, as we aim to maximize the Center's impact, and in our deliberate efforts to position ourselves as a truly African center of excellence. This brief gives a summary of the Annual Performance Report 2019.

PROJECT PROFILES



Trend of number of projects

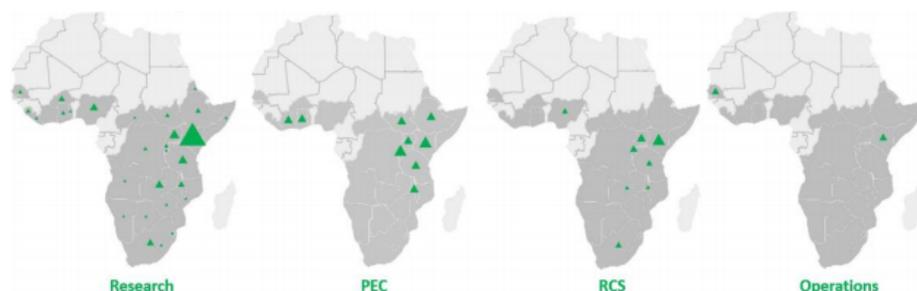
During this reporting year, there were 88 projects: 75 in the Research Division, 9 in the Research Capacity Strengthening (RCS) Division and four in the Policy Engagement and Communications (PEC) Division.

There were 32 new projects while 23 projects closed and two were terminated. As the year ended, there were 65 ongoing projects into 2020- 55 in Research, 8 in Research Capacity Strengthening and 2 in Policy Engagement and Communications.

66 (78%) of the projects were multi-year (running for more than 1 year) while 19, (22%) were short term (< 1 year).

In 2019, different projects were implemented in 30 African countries. Similar to previous years, majority of the projects implemented their activities in Kenya alone. Projects that had the most number of countries where activities were being implemented were:

- Countdown 2030 - WARO (19 countries)
- Challenging Politics Social Exclusion- PDRH (7)
- CARTA Project - RCS (7)
- Innovating for Maternal, and Child Health in Africa- PEC (6)
- Return Survey - South Sudan Situation - DME (6)
- Urban Education III - EYE (6)
- GCRF Adolescent Hub - RCS (6)

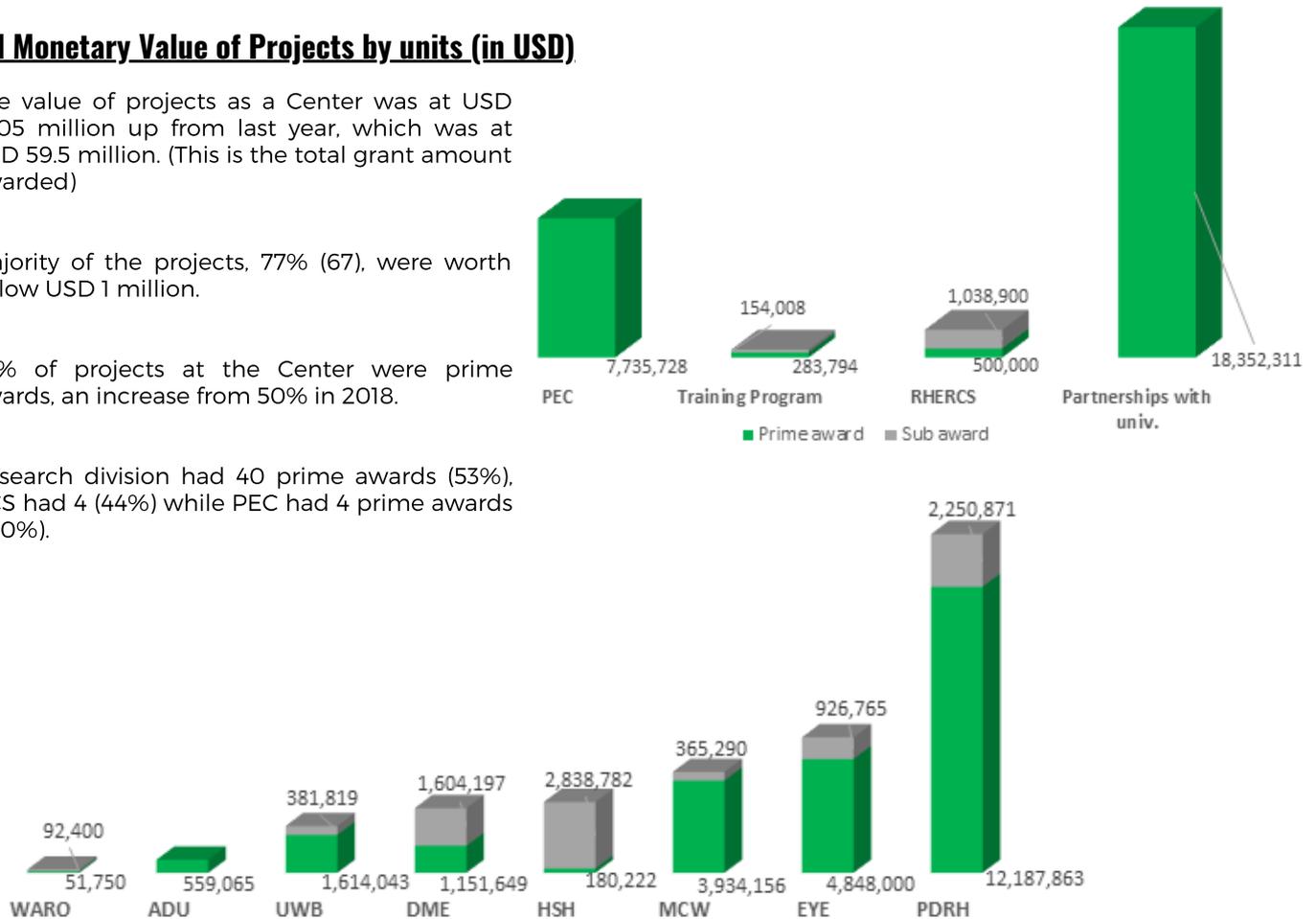


Key:
 Implementation of projects by Divisions
 Center country presence

Prime Awards vs. Sub-awards

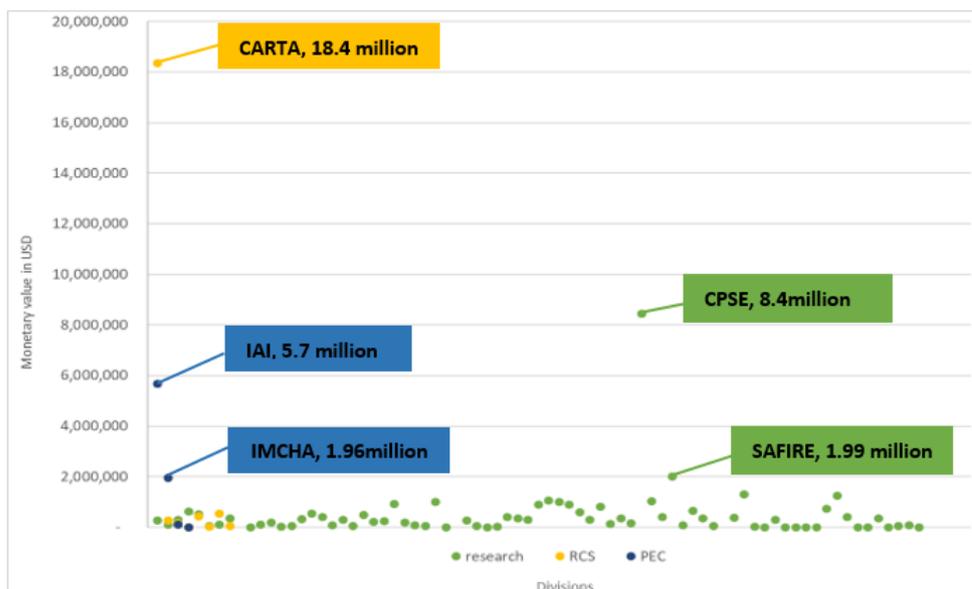
Total Monetary Value of Projects by units (in USD)

- The value of projects as a Center was at USD 61.05 million up from last year, which was at USD 59.5 million. (This is the total grant amount awarded)
- Majority of the projects, 77% (67), were worth below USD 1 million.
- 55% of projects at the Center were prime awards, an increase from 50% in 2018.
- Research division had 40 prime awards (53%), RCS had 4 (44%) while PEC had 4 prime awards (100%).



Grants amounts by units and type of award

Highest Grossing Projects (in USD) - Top 5



Research

PDRH and EYE units had the highest value projects, as was the case in 2018.

- PDRH's Challenging Politics Social Exclusion (CPSE) project - USD 8.4 million
- PDRH's SAFIRE Evaluation - USD 1.99 million
- EYE's RELI III and Urban Education III at 1 million USD each.

RCS

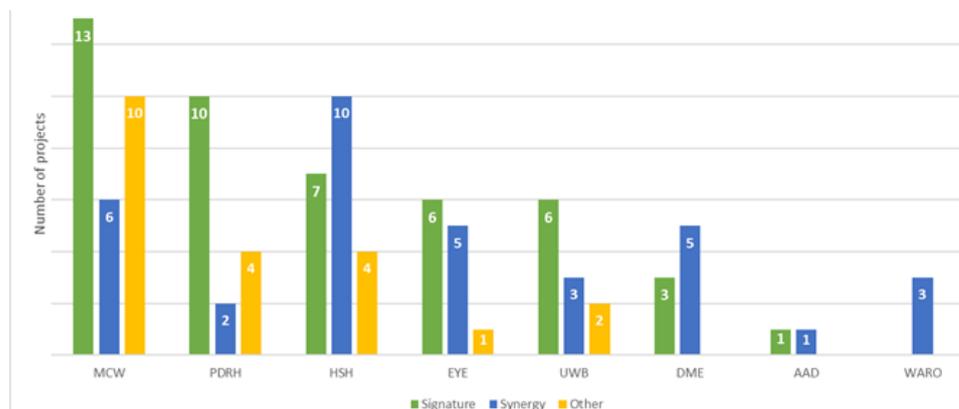
- CARTA - USD 8.4 million
- GCRF Adolescent Hub - USD 528,000
- Strengthening Institutional Research Capacity in Africa (SIRCA) - USD 500,000

PEC

- Immunization Advocacy Initiative (IAI) - USD 5.7 million
- Innovating for Maternal, Newborn and Child Health in Africa (IMCHA) - 1.96 million

Strategic Objective 1: Generate scientific knowledge aligned to local and global development agendas on population health and well-being

This objective seeks to push the boundaries of research evidence generation and use. Thus, informing the drive towards conducting research that leads to change and impact. This section highlights some of the ways in which this strategic objective was met (or contributed to).



Signature, synergy and other issues by units

Signature, Synergy and other Issues

46 projects in the Research division tackled signature issues, 35 tackled synergy issues and 21 tackled other thematic areas. There were some projects, however, that tackled more than one issue.

All of the projects in WARO tackled synergy issues as they are all in collaboration with other units. (The list of signature, synergy and other issues can be found in the Annual Performance Report 2019).

Microdata Portal Requests

These include external organizations and individuals that use APHRC data stored in the Microdata portal. There were 17 requests from various organizations during the reporting period. Majority, (82%) were from universities and learning institutions while the rest were internal requests from staff. Of the external requests received, most, (71%), were from institutions from the United States, Canada and Belgium .

Grant Proposals for Business Development

During this reporting year, there were 100 proposals developed, with 44 successful, 51 unsuccessful ones while the rest were still awaiting feedback. Thus, the success rate in terms of numbers was at 46%, similar to 2018. However, the dollar success rate decreased to 27% (USD 20.2 million) compared to 36% in 2018 (USD 23.5 million). This was attributed mainly to a USD 22 million unsuccessful proposal that affected the denominator in 2019. (Note: The proposal tracker captured proposals submitted from November 2018 to October 2019)

Operations, PEC, WARO and AAD had 100% proposal success rates in both number and in dollars. This may have partly been because most of the calls were invited. However, WARO, MCW and EYE had over USD 3 million worth of successful proposals,

Grant Proposals success rate scorecard

Units/Divisions	Total Proposals submitted	Proposal performance			Dollars in successful proposals (USD)	Proposal success rate %		Dollar Success Rate	
		No. of successful proposals	No. of unsuccessful proposals	Awaiting response		2018	2019	2018	2019
HSH	15	7	7	1	2,172,238	50%	50%	21%	42%
EYE	9	4	5	0	3,006,547	33%	44%	12%	11%
PDRH	11	3	7	1	2,530,000	62%	30%	82%	41%
MCW	24	10	13	1	3,354,000	57%	43%	14%	25%
UWB	7	3	4	0	2,112,000	23%	43%	19%	62%
AAD	3	2	0	1	59,064	0%	100%	0%	100%
DME	15	4	11	0	1,104,000	46%	27%	47%	12%
WARO	2	2	0	0	3,888,000	-	100%	-	100%
RCS	11	6	4	1	1,587,266	40%	60%	27%	33%
PEC	1	1	0	0	110,000	33%	100%	0%	100%
Operations	2	2	0	0	257,150	60%	100%	73%	100%
Center-wide	100	44	51	5	20,180,265	46%	46%	36%	27%

Key:

	<=70%
	Above 50% and >70
	Below 50%

$$\text{Proposal Success Rate} = \left\{ \frac{\text{successful proposals}}{(\text{successful} + \text{unsuccessful proposals})} \right\} * 100$$

Research Outputs

There were 122 research outputs in 2019, an increase from 2018, which was at 89. These included publications that had a means of verification. These were published papers, supplements, books, book chapters, technical reports, frameworks, policy briefs and fact sheets. In 2018 and 2019, PDRH and HSH led with the most publications.

Publications by units

	PDRH	HSH	DME	AAD	MCW	UWB	EYE	RCS	PEC	Grand Total
Published papers	22	18	10	16	13	4	3	1	1	88
Supplements	1	0	0	0	0	0	0	0	0	1
Books	0	1	1	0	0	0	0	0	0	2
Book chapters	1	1	0	0	1	1	1	0	0	5
Technical Reports	4	1	4	0	0	2	2	0	0	13
Frameworks	0	0	0	0	0	0	0	1	0	1
Policy Briefs	3	1	2	0	2	2	2	0	0	12
Factsheets	0	0	0	0	0	0	0	0	0	0
Grand Total	31	22	17	16	16	9	8	2	1	122

Policies and Programs informed by APHRC Research

A number of recent projects have been able to address policy-relevant issues during this reporting year. These were:

- MCW's **Human Milk Bank** launched at Nairobi's Pumwani Maternity Hospital, the first of its kind in Kenya.
- UWB was part of Kenya's technical working group on Urban Sanitation aimed at developing **Kenya National Urban Sanitation Guidelines**. As the year was ending, the document was in its final stages.
- The **Orphans and Vulnerable Children's programs** under the United States President's Emergency Plan for AIDS Relief (PEPFAR) were informed by two DME studies, namely: The Monitoring the Outcomes of Orphans and Vulnerable Children Programs in Kenya: The Findings from 2016-2018 Panel Survey Data (2019) and the Data Quality Assessment of Selected PEPFAR-funded OVC Programs in Kenya.
- Although the Garissa County health department had recognized the need for action, the HSH project, Afya Kwa Uko, provided definitive support for affirmative action regarding **recruiting more female nurses and midwives** in order to motivate women to use maternity services.
- Also, the observed **improvement in utilization of maternity and child care services** in the county could be attributed to the work done in the project by the Community Health Volunteers (CHVs) under HSH unit.
- The High Court of Kenya reinstated the **Standards and Guidelines** for Reducing Morbidity and Mortality from Unsafe Abortion in Kenya with an article citing data generated by APHRC under PDRH unit.
- RCS under the CARTA program developed **new guidelines on improving research capacity** strengthening evaluation practice in sub-Saharan Africa, which was in partnership with the Centre for Capacity Research at the Liverpool School of Tropical Medicine.
- APHRC is **part of the Accountability for Informal Urban Equity Hub (ARISE)** a new global research hub to help improve the health of people living in informal settlements in low and middle-income countries. ARISE works collaboratively to address critical development hurdles e.g. ill-health, inequity, insecurity in Kenya, Sierra Leone, Bangladesh and India.



Human Milk Bank

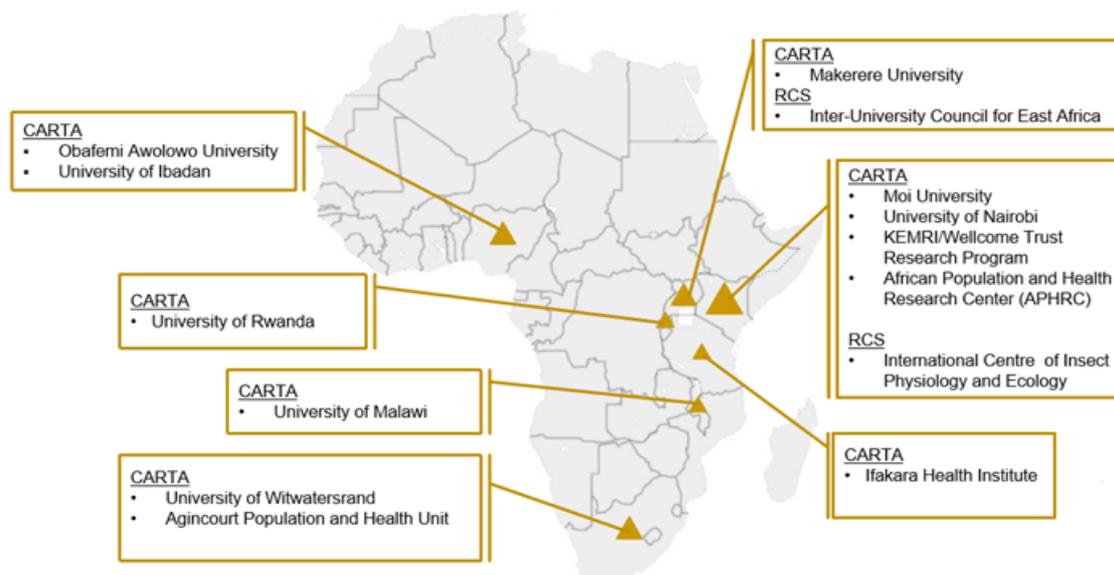
For the 3rd year in a row, APHRC has been ranked among the **top global Think Tanks in the 2019** Global Go To Think Tank Index Report. In this report APHRC ranked 12 overall out of 60 organizations in the Top Domestic Health Affairs Think Tanks category, being the highest ranking African Think Tank in this category. This was an improvement from 2018 where the Center ranked 17 in this same category.

Strategic Objective 2: Develop and nurture the next generation of African research leaders

The second strategic objective highlights the Center's efforts to build a sustainable human capital for research and development. This is through strengthening both individual and institutional capacities for research in Africa. This section highlights some of the ways in which this strategic objective was met (or contributed to).

Partnerships with Universities and Research Institutions

The Center had several collaborations with local institutions, regional and non-African partners which are locally and internationally reputable universities, research and training institutions. There were 22 partner institutions working with RCS: 14 African institutions and 8 non-African partners. There were three new partnerships formed during this reporting year.



RCS Partnerships with Universities and Research Institutions

Three institutionalization grants were awarded to CARTA partners to mainstream CARTA innovations on quality doctoral training. These were the University of Ibadan (Nigeria), University of Nairobi (Kenya) and Moi University (Kenya).

Continued monitoring of the progress of the other ongoing partner institutions implementing institutionalization grants is ongoing for the Obafemi Awolowo University, Makerere University and University of Malawi.

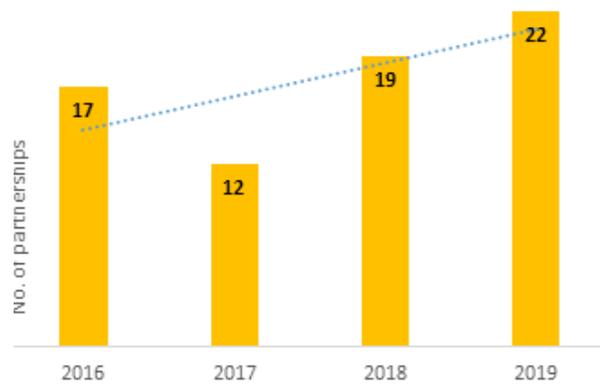
The internship collaborations with the existing partnership with University of Gothenburg in Sweden saw the signing of internship Memorandum of Understanding (MOUs). This will facilitate placement of its third year medical students at APHRC and its other partner institutions.

Fellowships and Internships

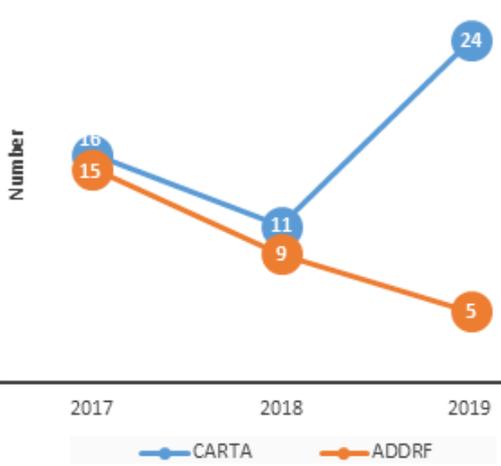
The CARTA program has fellows under doctoral, postdoctoral and re-entry grant fellowships. By the end of this reporting year, there were 209 doctoral fellows from CARTA enrolled in the program, of whom 24 fellows were new enrollments in 2019. Those who completed their doctoral fellowships in 2019 were 25.

Under the postdoctoral fellowships there were 14 fellows enrolled in the program by the end of the reporting year, of whom two were new postdoctoral fellows. Only two fellows completed their fellowships during this year.

A total of 35 re-entry grants were awarded by the end of 2019, of which 16 were new grants awarded during this reporting year. There were no completed re-entry fellowships during the year.



RCS Partnerships with Universities and Research Institutions



Trends of fellows graduating with doctoral degrees

Two senior faculty from the university of Ibadan and University of Nairobi were hosted at the University of Witwatersrand

The ADDRDF program had a total of 211 fellows enrolled in the program since its commencement. In 2019, seven fellows completed their fellowships (five doctoral and two masters). Thus, 172 fellows have graduated from the program since its commencement. There were no new fellows as the program funding had ended.

In addition, there were nine research interns during this reporting year who joined and completed their internships. They were hosted in various units at the Center and in partner institutions.

There were no visiting scholars enrolled in 2019 and this was a decrease from 2018 where there were 11 RCS interns and 6 visiting scholars benefiting from opportunities at APHRC.

Publications and Research Outputs by Fellows

ADDRDF fellows published 31 papers. There were 140 published papers by CARTA fellows. An additional 4 book chapters, 1 book, 3 protocols, 3 policy briefs, 1 review article, 2 conference proceedings, 1 blog and 1 newsletter were also published the fellows.

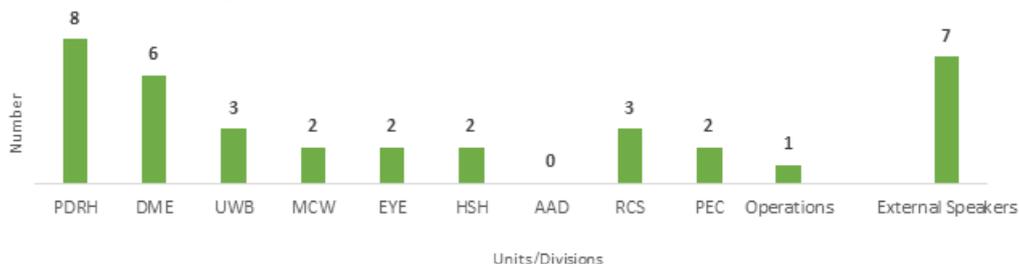
Other than publications, CARTA fellows also developed proposals, which won various grants amounting to a total of USD 2 million. Grants won were either research, scholarships, conferences or travel grants. Research grants formed almost half (43%) of all the grants won by fellows.



Trends of Published papers by fellows

Capacity Strengthening for APHRC Staff and External Participants

There was an increase of brown bag presentations, from 26 in 2018, to 36. This was attributed to the increase in the number of requests to hold brown bags.



Distribution of brown-bag presentations by units/divisions

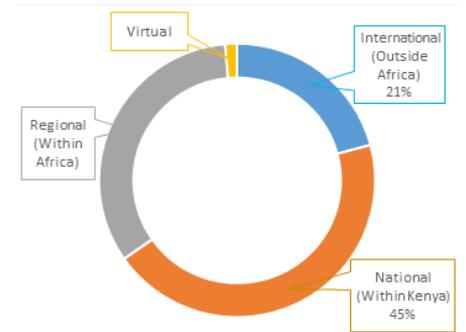
Innovations and Fellows' Career Development

- One of the CARTA fellows developed the Cardio-Pulley device (NG/PT/NC/2017/2260). The device works by improving muscular endurance and strength and aerobic exercise capacity.
- Another CARTA graduate and a postdoc fellow at APHRC, in partnership with the Center for Capacity Research at the Liverpool School of Tropical Medicine, developed new guidelines on improving research capacity strengthening evaluation practice in sub-Saharan Africa.
- 7 CARTA fellows from various cohorts received promotions in their various professions. These included promotions to senior lecturers, associate professors, research associates, heads of departments and institutions, members of councils and boards and various fellowship awards, among others.

Strategic Objective 3: Engage with decision-makers using evidence to drive optimal development and implementation of policies that will have a transformative impact on lives in Africa

Policy engagement includes fora with policy and decision makers that APHRC has participated in. This section highlights some of the ways in which this strategic objective was met (or contributed to).

The types of engagement included consultative meetings with decision-makers, conferences, fora, summits, symposiums, policy cafes and dissemination workshops as well technical meetings. During this reporting year there were about 140 engagements conducted by the various units.



Regional distribution of engagement

Collaborations with various thought leaders to develop policy and programs

MCW's Right to food Initiative worked with **Hon. Esther Passaris**, the Nairobi County Women's Representative in the Legislative Assembly. The team also met with members of the County Health Committee as part of engagement with the Nairobi County Government.

The RELI project under EYE unit developed version of the **Competency Based Curriculum (CBC)**, which was presented to the parliamentary committee on Education through the Ministry of Education and the Kenya Institute of Curriculum Development (KICD). As at the end of the year, it was awaiting approval by KICD board before publication and dissemination.

UWB Fecal Waste Management project developed a **draft shit flow diagram** for Mbarara City in Uganda.

UWB in collaboration with the Nation Media Group and the Ministry of Water, Sanitation and Irrigation convened the **National Leadership Forum on Sanitation**. The session brought together policymakers, stakeholders, and citizens for discussions on improving the sanitation sector in Kenya.

APHRC was also part of the **stakeholder's forum** by Kenya's Ministry of Water and Sanitation to review and provide input on the water harvesting and storage, and water and sewage service providers regulations.

Under RCS Division CARTA held bi-annual **VCS meetings in Rwanda** and combined it with a meeting with ARUA VCs to discuss how they can work together to achieve impact.



Nearly half, 45% of all regional engagement with policy and decision makers were in Kenya



Hon. Esther Passaris, with the Right to Food team



National Leadership Forum

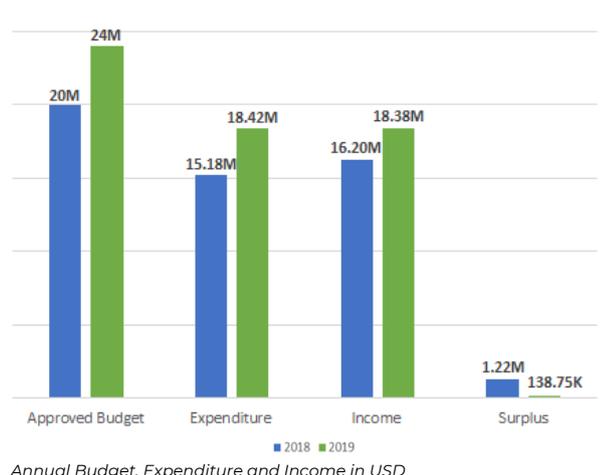
Strategic Objective 4: Create operational efficiencies in systems and processes for maximum programmatic impact

The following outlines the new systems and processes that were best practices that ensured operational efficiencies:

1. ERP Platform Roll-out
2. Annual Automated Offsite Backup was developed to store data remotely in real-time.
3. Installation of the Network Access Control (NAC) for improved cyber security.
4. Various policies, guidelines and related documents were developed:
 - Standard Operating Manual for all APHRC Projects (SOMAP)
 - Institutional Monitoring and Evaluation Framework 2019-2021
 - Safeguarding Policy
 - Review Report on the business development systems and processes
 - Planning tool for PEC that guides the mapping of international days to guide social media content
 - RCS Developed Terms of Reference for CARTA Board Members
 - Training programs introduced an output-based training
5. Cultural shift program commenced that focuses on work life balance, maintaining a culture of excellence and the culture of speaking up.
6. Ulwazi Place was launched as a training and conference Center. The launch was officiated by the Deputy President of Kenya.
7. Operationalizing the Senegal Office- The office started with two ongoing projects; a girls' education project and Countdown 2030.



Distribution of employees by sex



Annual Budget, Expenditure and Income in USD

Key Priorities for the Year 2020

- ✓ Continued strategic fundraising in line with the signature and synergy.
- ✓ Develop and nurture collaborations, partnerships and expand our reach.
- ✓ Advance projects portfolio for West African Regional Office.
- ✓ Continue to take opportunities to engage the public and the policy makers for impact.
- ✓ Capacity building for staff.
- ✓ Recruitment of key staff.