Monitoring, Evaluation, & Learning Plan

Strategic Plan
2022 - 2026

APHRC African Population and Health Research Center

20 years of transforming lives in Africa through research

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years
of transforming
lives in Africa
through research

Mission   Generating evidence, strengthening research and related capacity in the African R&D ecosystem, and engaging policy to inform action on health and development

Vision   Transforming lives in Africa through research

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ACKNOWLEDGEMENTS

1 | Introduction

The Monitoring, Evaluation, and Learning (MEL) plan for APHRC Strategic plan 2022-2026 has been developed to track and assess the performance of activities, processes, outcomes, and impact as aligned to the Center's strategic objectives. The MEL plan aims to provide a mechanism for continuous improvement of the implementation processes, maintenance of focus towards set targets, and achievement of impact as envisioned by the strategic plan. The MEL plan shall be suitable not only for capturing the APHRC's current impact and influences on an institutional level but also for providing measurement tools for tracking the overall performance of projects. Moreover, it will also provide strategic information to management for evidence-informed decision-making.

1.1 Background

The scope of the document is purely institutional - meaning its purpose is to solely track the Center's outputs, outcomes, and potential impact from set strategic objectives. The MEL plan is based on the Center's values of integrity for transparency and accountability, excellence for quality and consistency as well as fairness. It anchors the indicators in the various levels of the results chain (inputs, processes/activities, outputs, outcomes, and impact) on the four strategic objectives:

1. Generate scientific knowledge aligned to local and international development agendas that affect health and development in Africa.

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

3. Use research evidence and engage policy actors and practitioners for transformative change.

4. Strengthen operational efficiencies in systems and processes for maximum programmatic impact.

The Center's 2022-2026 strategy will maintain its core programmatic focus on the three areas aligned with its first three strategic objectives. However, to meet its second strategic objective, the Center will make a significant shift in its approach to impact. From its current approaches, which focus on the primacy of evidence as a lever of change, the Center will take a systems approach that examines how financial, economic, social, cultural, political, and knowledge systems interact in decision-making. In addition, the Center will develop and implement outward-facing initiatives aimed at transforming the research and development (R&D) ecosystem within which the Center operates, as a strategy for achieving greater impact. An enabling R&D ecosystem will not only strengthen the Center's ability to drive innovation and change but will also ensure that more can be achieved by like-minded institutions that the Center is likely to partner with.

The 2022-2026 strategic plan, therefore, has three strategic thrusts:

1 A set of strategies to deepen and strengthen our programmatic work grounded in the existing Evidence-Informed Decision Making (EIDM) approach

2 New strategies to support the pivot toward a systems thinking approach to impact

3 Cross-cutting strategies to address gaps in the Center's current systems and accommodate the new shifts
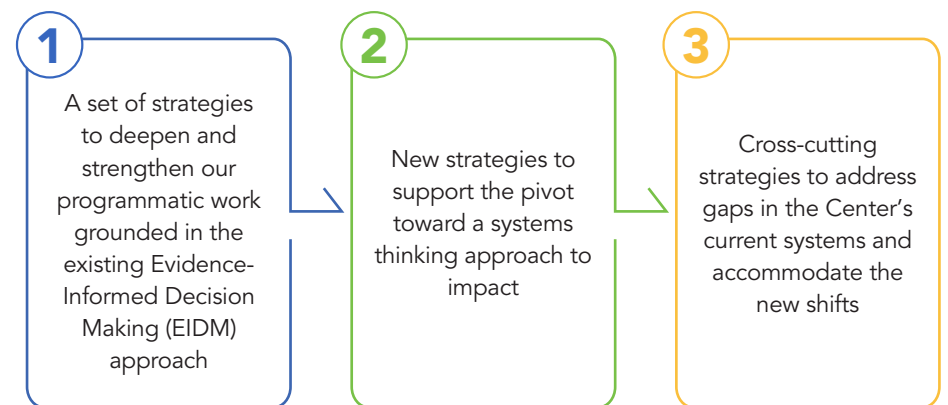
1.2 Goals and Objectives of the MEL Plan

The goal of this MEL plan is "to establish a comprehensive and integrated MEL system to guide the monitoring and evaluation of the APHRC Strategic Plan 2022-2026".

Specific Objectives

01 To standardize and align the monitoring, evaluation, and learning processes for tracking the progress of the strategic plan objectives.

02 Enhance accountability and transparency of the activities conducted at the Center.

03 Provide timely data to guide and inform the institutional decision-making process.

04 Facilitate continuous learning by sharing challenges, lessons learned, and best practices.

05 Maintain the focus of the Center's activities and projects towards impact.

2 Strategic Plan Theory of Change

The theory of change (ToC) describes the intended pathways to impact by outlining causal linkages along the results chain from the short term, medium-term to long-term outcomes. The APHRC theory of change has mapped out expected outcomes aligned to the four strategic objectives and highlighted the logical flow to the desired impact of transforming lives in Africa through research.

There are underlying assumptions that inform the hypothesis of change such as; a change in the funding priorities, synergy, and integration of the systems thinking approach that play a critical role in whether the Center achieves impact and the relevance and efficiencies of the processes.

The hypothesis of the ToC presumes that the multiple and cross-cutting work streams under Strategic plan thematic and sub-thematic areas will serve as the levers of change, and will yield desired medium-term outcomes and consequently long-term results. The long-term results individually and/or collectively contribute to the desired impact. The mid-term review of the strategic plan will further provide evidence to inform the pathways to impact in this ToC. Figure 1 provides an illustrative theory of change for the center.

Figure 1 APHRC Strategic Plan 2022-2026: Theory of Change

3 Results Framework

The Strategic Plan Results Framework illustrates the causal relationship between the outputs, intermediate results, and strategic objectives. It is assumed that outputs are produced, which will then drive the achievement of the intermediate results (IR). If the IRs are achieved, then the center's strategic objectives (SO) will be attained. The achievement of the strategic objectives will contribute to the center's vision of transforming lives in Africa through research. The Strategic Plan Results Framework (RF) (Figure 2) provides a concise visual representation of the theory of change and the outputs and intermediate results it aims to achieve.

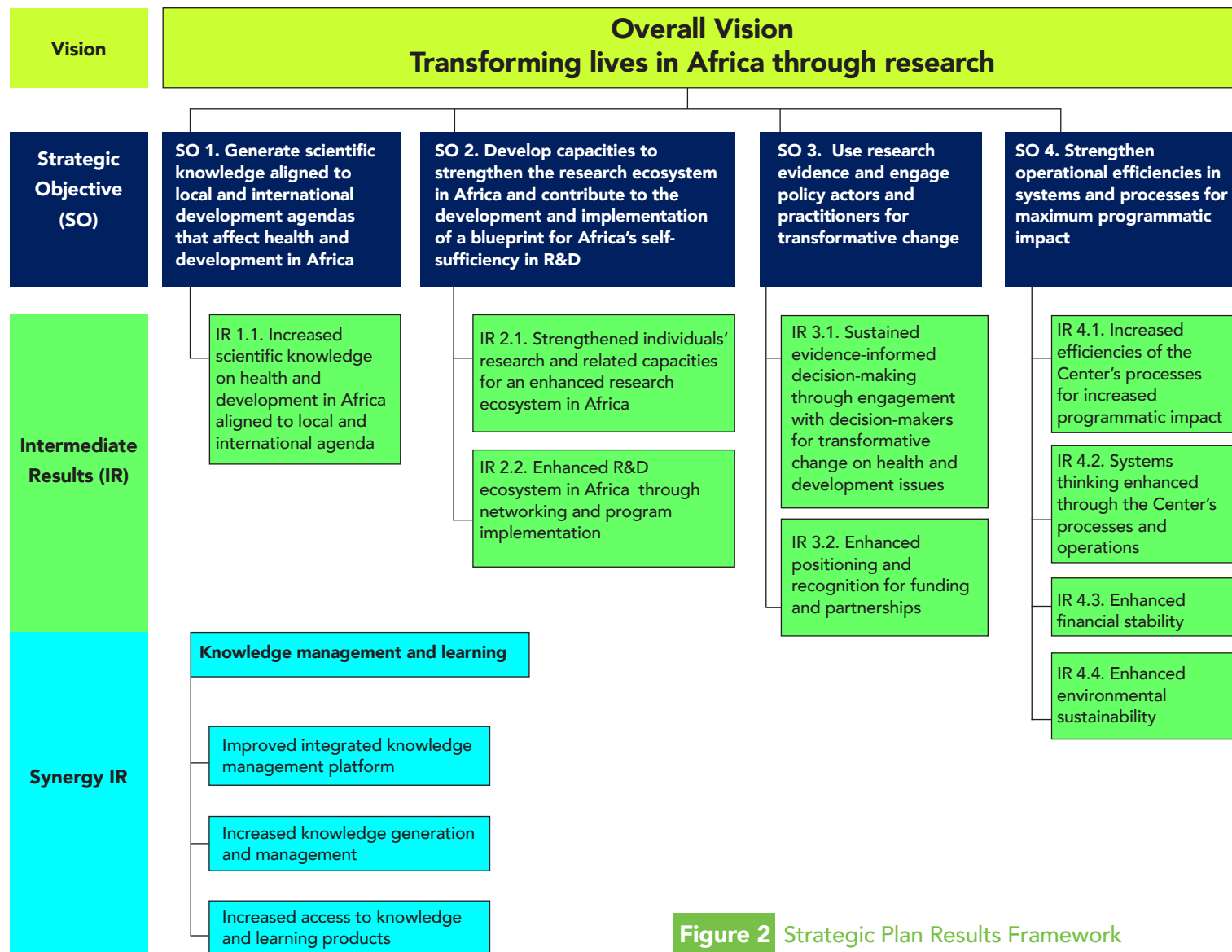| **Vision**	**Overall Vision** **Transforming lives in Africa through research**			
Strategic Objective (SO)	SO 1. Generate scientific knowledge aligned to local and international development agendas that affect health and development in Africa	SO 2. Develop capacities to strengthen the research ecosystem in Africa and contribute to the development and implementation of a blueprint for Africa's self-sufficiency in R&D	SO 3. Use research evidence and engage policy actors and practitioners for transformative change	SO 4. Strengthen operational efficiencies in systems and processes for maximum programmatic impact
Intermediate Results (IR)	IR 1.1. Increased scientific knowledge on health and development in Africa aligned to local and international agenda	IR 2.1. Strengthened individuals' research and related capacities for an enhanced research ecosystem in Africa IR 2.2. Enhanced R&D ecosystem in Africa through networking and program implementation	IR 3.1. Sustained evidence-informed decision-making through engagement with decision-makers for transformative change on health and development issues IR 3.2. Enhanced positioning and recognition for funding and partnerships	IR 4.1. Increased efficiencies of the Center's processes for increased programmatic impact IR 4.2. Systems thinking enhanced through the Center's processes and operations IR 4.3. Enhanced financial stability IR 4.4. Enhanced environmental sustainability
Synergy IR	**Knowledge management and learning** Improved integrated knowledge management platform Increased knowledge generation and management Increased access to knowledge and learning products			

Figure 2 Strategic Plan Results Framework

4 Logical Framework

The logical framework outlines the core indicators that shall be used to track, monitor, and evaluate the impact, outcomes, outputs, processes, and inputs giving definitions of each of the indicators with numerators and denominators where applicable. The indicators are direct i.e. directly measuring the expected results, or indirect i.e. measured through proxies related to the expected result. It also highlights the assumptions surrounding each strategic objective. Table 1 gives the logical framework for the impact level of the results chain.

Table 1 Impact level indicators

Impact	Impact Indicators	Unit of Measure	Means of Verification
Transformed lives in Africa through Research	Impact of using evidence to have a transformative impact on lives in Africa.	Qualitative/ Quantitative	End line Evaluation
	Impact of the capacity strengthening on the research ecosystem in Africa	Qualitative/ Quantitative	End line Evaluation

The end-line evaluation will be conducted at the end of the five-year strategic plan implementation period. The evaluation will focus on the achievements and impact of the Center's multiple work streams. Outputs and their activities will be continuously monitored during this strategic plan period. Outcomes will be evaluated during the evaluation process. However, the outcomes for each of the strategic objectives will still be monitored as part of the results monitoring process, which will eventually feed into the evaluations.

Synergy will be enhanced through a shift from a perfect alignment of strategic objectives to each of the Divisions to a situation where the achievement of one specific objective is dependent and linked to the other objectives and is contributed to by all the programs.

The comprehensive logical framework detailing the results chain for each strategic objective can be found as part of Table 2.

Table 2 Logical Framework

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

Objective Statements	Indicators	Unit of measure	Indicator definition and metrics	Means of Verification	Assumptions of the objectives
Outcome 1.1					
1.1 Increased scientific knowledge on health and development in Africa aligned to local (Sub-national, National, Regional, Africa-wide) and International agenda	1.1.a Number of Innovations developed from research on health and development in Africa	Qualitative/ Quantitative	Innovations are defined here as any new idea/ practice or innovation based on or informed by research conducted by APHRC Disaggregation by Type (ideas, methodology, process, products)	Strategic Plan Evaluation Report The innovation and documentation	Conducive environment that supports adoption and implementation of innovations Good quality research. Availability of funds throughout the projects' implementation period. Funding profile aligned with themes/ programs focus areas and signature issues/ focus areas
	1.1.b Proportion of research products developed aligned to local and regional agendas (Sub-national and national agenda	Quantitative (%)	Research products include published papers, supplements, technical reports, books, book chapters, fact sheets, policy briefs, and blogs published during the reporting year. Disaggregation by type of research product **Numerator:** Research products aligned to local National agendas/ Regional (Africa-wide) agendas. **Denominator:** All research products in the reporting period	Strategic Plan Evaluation Report	
	1.1.c Proportion of research products developed aligned to International agenda	Quantitative (%)	Research products include published papers, supplements, technical reports, books, book chapters, fact sheets, policy briefs, blogs published during the reporting year. Disaggregation by type of research product **Numerator:** Research products aligned to the International agenda **Denominator:** All research products in the reporting period	Strategic Plan Evaluation Report	

Objective Statements	Indicators	Unit of measure	Indicator definition and metrics	Means of Verification	Assumptions of the objectives
Outputs and their activities					
1.1.1 Develop and publish research products on health and development	1.1.1 Number of research products published on health and development	Number	Research products include published papers, supplements, technical reports, books, book chapters, fact sheets, and policy briefs published during this reporting year. Disaggregation by themes/sub-themes, Type of research product	Hyperlink/ DOI/ ISBN/ PMID/ PMCID	Funders find APHRC a reliable partner in R&D
Activity 1.1.1.1 Implement projects through the signature issues approach	1.1.1.1 Proportion of projects that used the signature issues approach	%	The signature issues approach provides thought leadership and focuses on research policy outreach efforts for greater impact. Disaggregation by sub-themes and strategic issues. **Numerator:** Number of projects that used the signature issues approach (SIA) **Denominator:** Total number of projects during the reporting period	Project contracts/ Signed agreements/ Confirmation by theme heads	Availability of funding opportunities on health and development that is aligned to the international agenda
Activity 1.1.1.2 Implement projects on the signature issues	1.1.1.2 Proportion of projects that tackled signature issues	%	Signature issues/ focus areas are the areas highlighted in the Signature issues/ focus areas approach document as key programmatic areas of focus for the research themes and sub-themes. These issues and focus areas provide thought leadership and focus on research policy outreach efforts for greater impact. Disaggregation by sub-themes and issues. **Numerator:** Number of projects that tackled signature issues **Denominator:** Total number of projects during the reporting period	Project contracts/ Signed agreements/ Confirmation by theme heads	

Objective Statements	Indicators	Unit of measure	Indicator definition and metrics	Means of Verification	Assumptions of the objectives
Activity 1.1.1.3 Implement projects on the focus areas	1.1.1.3 Proportion of projects that tackled the focus areas	%	The focus areas are the areas highlighted in the Strategic Plan 2022-2026 as the key programmatic areas for evidence generation in each of the research themes. Disaggregation by units and issues. **Numerator:** Number of projects that tackled the focus areas **Denominator:** Total number of projects during the reporting period	Project contracts/ Signed agreements/ Confirmation by theme heads	
Activity 1.1.1.4 Implement projects across Africa	1.1.1.4. Number of African countries where APHRC projects implemented their activities	Number	These are African countries where APHRC projects are implementing activities. Disaggregation by Country	Project contracts/ Signed agreements/ Confirmation by theme heads	
1.1.2 Develop and publish research products on Diversity, Equity, and Inclusion (DEI)	1.1.2. Proportion of research products published on Diversity, Equity, and Inclusion (DEI)	%	Research products include published papers, supplements, technical reports, books, book chapters, fact sheets, and policy briefs published that dismantle existing power structures that perpetuate inequalities or programs promoting Diversity, Equity, and Inclusion Publications focused on minority groups as described by local and international agenda Disaggregation by type of research product	Hyperlink/ DOI/ ISBN/ PMID/ PMCID	
Activity 1.1.2.1 Lead the design and implementation of research projects promoting Diversity, Equity, and Inclusion (DEI)	1.1.2.1. Number of research projects promoting Diversity, Equity, and Inclusion (DEI) implemented	Number	These are programs implemented that seek to dismantle existing power structures that perpetuate inequalities or programs promoting Diversity, Equity, and Inclusion (DEI). Disaggregation by themes, sub-themes	Program contracts/ Signed agreements/ Confirmation by theme heads	

Objective Statements	Indicators	Unit of measure	Indicator definition and metrics	Means of Verification	Assumptions of the objectives
1.1.3 Develop and publish research products on the systems thinking approach	1.1.3. Proportion of research products published based on/using the systems thinking approach	%	Research products include published papers, supplements, technical reports, books, book chapters, fact sheets, and policy briefs published during this reporting year. These will be publications on the various systems (at least 2) around political, economic, financial, knowledge, and social-cultural and how they play into policy and decision-making. **Numerator:** Number of research products on the systems thinking approach **Denominator:** All research products in the reporting period	Hyperlink/ DOI/ ISBN/ PMID/ PMCID	
Activity 1.1.3.1 Mainstream systems approach to Implementation Research (IR) into the Center's projects' design and delivery	1.1.3.1. Proportion of projects that have mainstreamed systems approach to implementation research into their design and delivery	%	Implementation Research is defined as the process of using scientific inquiry to guide problem-solving and decision-making processes, to provide evidence for policy and programmatic decisions. A systems approach to IR will involve incorporating an assessment of all the critical systems that influence decisions (political, social-cultural, financial, economic, and knowledge systems) to determine where the barriers to change are, and design interventions to address those barriers. **Numerator:** Number of projects that have mainstreamed systems approach to implementation research into their design and delivery **Denominator:** Total number of projects during the reporting period	Project contracts/ concepts/ Confirmation by theme heads	

Objective Statements	Indicators	Unit of measure	Indicator definition and metrics	Means of Verification	Assumptions of the objectives
1.1.4. Develop and publish research products using big data science tools and big data analytics	1.1.4. Number of research products that have used big data science tools and big data analytics	Number	Research products include published papers, supplements, technical reports, books, book chapters, fact sheets, and policy briefs published during this reporting year. Disaggregation by type of big data science tools and research products	Hyperlink/ DOI/ ISBN/ PMID/ PMCID	
Activity 1.1.4.1 Mainstream utility of the existing data repositories to inform the R&D ecosystems in Africa	1.1.4.1. Number of existing data repositories utilized to inform the R&D ecosystems in Africa	Number	These are regional data repositories on the R&D ecosystem in Africa. Disaggregation by type of data	Regional data repository documentation	

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

Objective Statements	Indicator	Unit of measure	Indicator definition and metrics	Means of verification	Assumptions of the objectives
Outcome 2.1					
2.1 Strengthened individuals' research and related capacities for an enhanced research ecosystem in Africa	2.1.a Number of research outputs published by researchers trained through capacity strengthening programs	Number	Research outputs include published papers, supplements, books, book chapters, policy briefs, fact sheets etc.	Hyperlink/ DOI/ ISBN/ PMID/ PMCID	Researchers enrolled to complete their fellowships'
	2.1.b Proportion of co-authored research outputs published by trainees and fellows	%	Co-authored published papers, supplements, books, book chapters, policy briefs, fact sheets, etc. **Numerator:** Number of co-authored research outputs published by trainees and fellows **Denominator:** Number of research outputs published by trainees and fellows	Hyperlink/ DOI/ ISBN/ PMID/ PMCID	Availability of funds to support the program Availability of qualified personnel to set up the virtual academy
	2.1.c. Amount of grants raised (US$) by the researchers trained through the research and related capacity strengthening programs	Number	These are grants amounts that have been awarded, from proposals developed and submitted by the researchers who have been capacity bu ilt through the capacity strengthening programs	Grant contracts	Participants find the APHRC training programs attractive, and tailor-made, dynamic and current
	2.1.d Proportion of grant proposals funded for individuals trained through RRCS programs	Number %	These are grants proposals developed and submitted, won, and rejected, by the researchers who have been capacity built through the capacity strengthening programs. Disaggregation by type of funding (direct or indirect)	Grants contracts documentation	

Objective Statements	Indicator	Unit of measure	Indicator definition and metrics	Means of verification	Assumptions of the objectives
	2.1.e Career progression of the researchers who have been capacity built through the capacity strengthening programs.	Number/ Qualitative	Reporting of the career progression of researchers after completion of their training programs e.g. promotion at work as a result of fellowship etc.	Career tracker	Qualified trainers/ mentors to develop curriculum for training
Outputs and their activities					Institutions are willing and able to participate in capacity building initiative geared towards system strengthening
Output 2.1.1 Fellows and interns complete their fellowship and internship programs within specified timeframe	2.1.1.a Number of fellows who have completed their fellowships	Number	Fellows in the various capacity strengthening programs who have completed their fellowships. This includes Doctoral, post- doctoral, re-entry, and master.	Graduation certification/final report	
	2.1.1.b Number of interns who have completed their internship by gender and program.	Number	Interns in the various capacity strengthening programs who have completed their internship. They include demand-driven internships and visiting scholars	Program reports	
Activity 2.1.1.1 Award competitive fellowships and internship opportunities	2.1.1.1.a Number of fellows enrolled in various fellowship program.	Number	Awards offered to applicants fellowships under capacity strengthening programs e.g. Doctoral, post-doctoral, re-entry, Masters)	Program reports	Partner and stakeholder willingness and goodwill for partnership creation and networking
	2.1.1.1.b Number of fellowship programs implemented	Number	Fellowship programs under research and related capacity strengthening programs e.g. Doctoral, post-doctoral, re-entry, Masters)	Program reports	
	2.1.1.1.c Number of internship programs implemented	Number	Internship programs under research and related capacity strengthening programs e.g. Doctoral, post-doctoral, re-entry, Masters)	Program reports	Availability of funds
	2.1.1.1.d Number of interns enrolled to gain knowledge and experience	Number	Awards in internships under capacity strengthening programs		Partners attend the capacity building initiatives

Objective Statements	Indicator	Unit of measure	Indicator definition and metrics	Means of verification	Assumptions of the objectives
Output: 2.1.2 Mentorship beneficiaries complete their mentorship programs	2.1.2 Number of mentees who have completed their mentorship programs	Number	These are external mentees participating in the mentorships programs at APHRC to support researchers connect with policymakers and become influential global health actors as well as for APHRC staff to ensure that they can lead in various programmatic and operational areas.	Program completion letter or equivalent	
Activity 2.1.2.1 Implement mentorships programs	2.1.2.1 Number of mentorship programs implemented	Number	These are mentorship programs offered programs within APHRC to APHRC staff and external participants	Program reports	
Activity 2.1.2.2 Enroll mentees in the mentorship programs to gain experience and knowledge	2.1.2.2 Number of mentees enrolled in the mentorship programs	Number	These are external mentees participating in the mentorships programs at APHRC to support researchers connect with policy makers and become influential global health actors as well as for APHRC staff to ensure that they can lead in various programmatic and operational areas.	Mentorship acceptance letter	
Output:2.1.3 APHRC staff and external participants trained on research and related courses	2.1.3 Number of APHRC staff and external participants trained on research and other related courses disaggregated by gender, program, mode, and course, themes	Number	Number of internal and external participants, trained. These include those trained in training such as scientific writing workshops and short courses, organized by APHRC for APHRC staff and external participants	List of trainees by gender, program, mode, and course"	
Activity 2.1.3.1. Establish a virtual academy to strengthen the training programs	2.1.3.1 Virtual academy platform established	Number	Moodle platform is set up and running	Virtual academy platform documentation	
Activity 2.1.3.2. Conduct research and related capacities training through the blended space	2.1.3.2 Number of scheduled, ongoing and completed courses offered	Number	Number of scheduled, ongoing, and completed courses offered through face-to-face and virtual academy	Training attendance list	

Objective Statements	Indicator	Unit of measure	Indicator definition and metrics	Means of verification	Assumptions of the objectives
Activity 2.1.3.3. Develop curriculum for training programs	2.1.3.3. Number of curricula developed for training programs	Number	Developed curricula of courses offered by the APHRC training programs	Training curricula	Partners adopt the frameworks and use them as guide for linkages
Outcome 2.2					
Outcome 2.2. Enhanced R&D ecosystem in Africa through networking and program implementation	2.2. a. Changes in institutional systems and processes in partner institutions.	Qualitative	These are the changes in institutional systems, structures and processes in partner institutions, by adopting best practices as espoused by tools and standards like the Good Financial Grant Practice (GFGP) standard, APHRC-related capacity strengthening interventions (CARTA-specific, virtual platform, digitization)	Strategic Plan evaluation report	Availability of funds to implement projects
	2.2.b. Sustainable capacity for implementation research, research translation and evidence use	Qualitative	Sustainability through ownership for programs among our research capacity strengthening partners and thus a higher chance of impact and long-term sustainability	Strategic Plan evaluation report	
	2.2.c Collaboration and networks established by jurisdiction	Qualitative	Networks established by academic institutions with decision-makers (local, regional, international) in their jurisdiction for mutual learning and impactful implementation research	Strategic Plan evaluation report	
Outputs and their activities					
Output 2.2.1. Functional Research hubs	2.2.1.a Number of co-designed research agenda at the research and training hubs	Number	Research and training hubs will be expected to co-create and co-design research projects that address the local issues	Program reports	
	2.2.1.b Number of publications on local agenda by the research and training hubs	Number	Research outputs emanating from the research agendas in the research and training hubs	Program reports	

Objective Statements	Indicator	Unit of measure	Indicator definition and metrics	Means of verification	Assumptions of the objectives
	2.2.1.c Number of capacity strengthening activities within the research and training hubs	Number	Capacity strengthening activities for researchers placed in the research and training hubs such as internship, fellowship, visiting scholarship programs, supervision and mentorship programs	Program reports	
Activity 2.2.1.1. Attach researchers in the research and training hubs	2.2.1.1 Number of research trainees attached to the research training hubs	Quantitative	The research and training hubs will serve as capacity strengthening centers enabling the researchers to participate in various endeavors such as internships, fellowships, visiting scholarship programs, supervision and mentorship programs	Program reports	
Activity 2.2.1.2. Facilitate the establishment of research hubs and research training hubs in the partner institutions	2.2.1.2. Number of partner institutions facilitated to establish hubs	Number	Research and training hubs will be in partner institutions and will comprise of individuals who will collaborate to conduct research and train in specific areas.	Program reports	
Output 2.2.2. Institutionalized research and related capacity strengthening interventions by partner institutions	2.2.2. Number of partner institutions facilitated to institutionalize existing APHRC-related capacity strengthening interventions	Number	Support to partner institutions to Institutionalize existing capacity strengthening interventions (CARTA-specific, virtual platform, digitization among other interventions)	Program reports	
Activity 2.2.2.1. Support partner institutions to implement Research and Related capacity-strengthening initiatives	2.2.2.1. Number of partner institutions supported to institutionalize existing APHRC-related capacity strengthening interventions	Number	Grants and support for the institutionalization of existing capacity strengthening interventions (CARTA-specific, virtual platform, digitization)	Program reports	

Objective Statements	Indicator	Unit of measure	Indicator definition and metrics	Means of verification	Assumptions of the objectives
Output 2.2.3. Enhanced R&D ecosystem in Africa through networking and programs implementation	2.2.3 Number of linkages established between institutions and policy actors	Number	Linked academic institutions with decision makers (local, regional, international) in their jurisdiction for mutual learning and impactful implementation of research	Program reports	
Activity 2.2.3.1. Identify and facilitate capacity building on skills needed to develop Africa's R&D infrastructure	2.2.3.1a Number of institutions Identified for capacity building on skills needed to develop Africa's R&D infrastructure	Number	Capacity building that focuses on wider systemic relationships at national, regional, and global levels to nurture skills needed to develop Africa's R&D infrastructure and to ensure more successful translation and impact of research findings.	Capacity building reports	
	2.2.3.1.b. Number of institutions capacity built or facilitated for capacity building on skills needed to develop Africa's R&D infrastructure	Number			
Activity 2.2.3.2 Design and Implement projects that strengthen the R&D ecosystem in Africa	2.2.3.2 Proportion of programs designed that strengthen the R&D ecosystem in Africa	%	The program will develop frameworks to be used by partner institutions to guide their interactions with policy actors in their jurisdiction for mutual learning and impactful Implementation research **Numerator:** Number of projects designed **Denominator:** Number of the designed projects implemented	Framework documentation	
Outputs 2.2.4. Partner institutions adopt and implement frameworks developed by APHRC to link with various policy actors.	2.2.4. Number of partners institutions that adopt and implement frameworks	Number	Partner institutions will adopt frameworks developed by APHRC programs/projects to link them with various policy actors	Model for linkages documentation	

Objective Statements	Indicator	Unit of measure	Indicator definition and metrics	Means of verification	Assumptions of the objectives
Activity 2.2.4.1. Develop frameworks for linking academic institutions with policy actors in their jurisdiction for mutual learning and impactful Implementation research	2.2.4.1 Number of frameworks developed for linking academic institutions with policy actors in their jurisdiction	Number	The program will develop frameworks to be used by partner institutions to guide their interactions with policy actors in their jurisdiction for mutual learning and impactful Implementation research	Model for linkages documentation	
Activity 2.2.4.2. Link institutions with policy actors in their jurisdiction	2.2.4.2 Number of institutions linked with policy actors	Number	Partner institutions in the various countries linked with policy actors in their jurisdiction for mutual learning and impactful Implementation research	Program reports	
Output 2.2.5 Develop a blueprint document for Africa's self-sufficiency in R&D that takes cognizance of the multiple systems at play in the current global environment	2.2.5. Presence of a blueprint document developed for Africa's self-sufficiency in R&D that takes cognizance of the multiple systems at play in the current global environment.	Presence or absence	This is a blueprint that will be developed using a multidisciplinary approach to generate robust empirical evidence on what it will take for the continent to be self-sufficient.	Blueprint document on Africa's self-sufficiency in R&D documents	
Activity 2.2.5.1 Engagement with stakeholders to advocate for adoption of the developed R&D blueprint	2.2.5.1 Number of stakeholder engagements held to advocate for adoption of the developed R&D blueprint	Quantitative	These stakeholders who have an interest in the R&D. They include institutions of higher learning, government officials and other policy actors among others.	Engagement reports	

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

Objective Statements	Indicator	Unit of measure	Indicator definition and metrics	Means of verification	Assumptions of the objectives
Outcome 3.1.					
3.1. Sustained evidence-informed decision-making through engagement with decision-makers for transformative change on health and development issues	3.1.a. Number of policy actions/ policy decisions informed by research and policy engagement efforts on APHRC's focus areas/ signature issues.	Number / Qualitative	Policy documents and policy actions including external policies, guidelines, budget decisions, court rulings, legislation frameworks, etc. informed by research and policy engagement efforts conducted by APHRC.	PEC and research Division Annual reports	Co-created high-quality and relevant research.

Expression of interest by policy and decision-makers in the center's work.

Visibility of the research conducted by APHRC

Build an understanding of the external policy process and the policy engagement strategy internally at the Center

Building trustful partner relationships |
| | 3.1.b. Number of programs informed by research on APHRC's focus areas/ signature issues/ focus areas | Number / Qualitative | This also includes external and internal interventions and programs informed by research conducted by APHRC. | Division Annual reports | |
| | 3.1.c. Proportion of innovations adopted from research on health and development in Africa | Quantitative (%)/ Qualitative | Innovations are defined here as any new idea/ practice or innovation based on or informed by research conducted by APHRC. The indicator is tracking the number of innovations adopted from the total number of innovations developed.

Disaggregation by type of innovation (idea, methodology, process, and products, innovation grants).

Numerator: number of innovations adopted in the reporting period

Denominator: all innovations developed in the reporting period | | |

Objective Statements	Indicator	Unit of measure	Indicator definition and metrics	Means of verification	Assumptions of the objectives
	3.1.d. Sustainability of evidence-informed decision-making around APHRC's focus areas/ signature issues	Number / Qualitative	This will assess the measures the sustainability of evidence-informed decision-making approaches and how sustainable EIDM around the focus areas/signature issues .	Strategic Plan Evaluation Report	
Output and their activities					
3.1.1. Operationalize the overarching policy engagement strategy for the whole Center guided by the signature issue approach and an overarching communications strategy.	3.1.1. The overarching policy engagement strategy operationalized guided by the signature issue approach and an overarching communications strategy.	Qualitative	Policy engagement strategy with annual milestones developed and mainstreamed within programs. A communications strategy with clear milestones to support the strategic plan developed and mainstreamed at the Center.	Checklist for operationalizing the implementation plan for the strategies Strategic plan evaluation report	
Activity 3.1.1.1. Conduct analysis of the policy architecture around each signature issue/ focus areas	3.1.1.1. Number of analysis reports developed on the policy architecture to identify entry points for engagement for each signature issues/ focus areas	Number	This is part of the SIA approach entails an analysis of the policy architecture around a specific issue to identify entry points for engagement	Policy architecture report for the signature issues/ focus areas	
Activity 3.1.1.2. Identify long-term policy objectives for the signature issues/ focus areas	3.1.1.2. Number of reports on policy objectives for the signature issues/ focus areas identified	Number	These long-term policy objectives will guide policy engagement strategies	Signature issues/ focus areas policy objectives document	
Activity 3.1.1.3. Co-design a plan to achieve the policy objectives for each of the signature issues/ focus areas	3.1.1.3. Number of policy objectives implementation plan developed for each of the signature issues/ focus areas	Number	Stakeholder maps were developed and rolled out at the thematic unit level	Policy objectives implementation plan document	

Objective Statements	Indicator	Unit of measure	Indicator definition and metrics	Means of verification	Assumptions of the objectives
3.1.2. Collaborate with policy actors, including government and regional economic blocs, on projects around signature issues/ focus areas and the focus areas to strengthen the R&D ecosystem in Africa	3.1.2. Proportion of projects and assignments jointly implemented with policy actors on the Focus areas/ signature issues, to strengthen the R&D ecosystem in Africa	%	This will include collaboration with government entities, policy and advocacy organizations and academic/research institutions and APHRC **Numerator:** Number of projects/campaigns/ tasks that were implemented jointly with policy actors on Focus areas/signature issues **Denominator:** Total number of projects/ campaigns/tasks during the reporting period	Teaming agreements/ MoUs/ contracts for collaboration high-level visits / round tables	
Activity 3.1.2.1. Conduct a mapping exercise to identify research priorities areas for regions, governments and civil societies	3.1.2.1. Number of reports developed on the mapping of research priorities areas for regions, governments and civil societies	Number	This will be a mapping report that identifies research priorities for strategic partners in regions, government, and civil society and how these priorities can be incorporated into the design of new initiatives.	Research priorities mapping report	
Activity 3.1.2.2. Hold policy engagement and communication initiatives/activities with policy actors including the government through implementing the signature issues approach	3.1.2.2. Proportion of policy engagement on signature issues using the signature issue approach (SIA)	%	These will be policy engagements and communication initiatives that will be co-designed and co-created with the policy activities signature issues approach. These will include engagements with government entities, policy and advocacy organizations and academic/research institutions, and APHRC. These include consultative meetings with policymakers, policy cafes, conferences, and/or forums where the Center has participated as presenters, session chairs, discussants, keynote speakers, attendees, etc. **Numerator:** Number of policy engagements on signature issues using the signature issue approach (SIA)	Policy engagement activity reports/ minutes/ meeting photos	

Objective Statements	Indicator	Unit of measure	Indicator definition and metrics	Means of verification	Assumptions of the objectives
			Denominator: Number of policy engagements on signature issues conducted during the reporting period		
Activity 3.1.2.3. Hold policy engagement and communication initiatives/activities with policy actors including the government on APHRC's focus areas	3.1.2.3. Number of policy engagements in the focus areas	Number	Focus areas as highlighted in the Strategic Plan	Policy engagement activity reports/ minutes/ meeting photos	
Activity 3.1.2.4. collaborate in conversations and engagement on promoting Diversity, Equity, and Inclusion (DEI)	3.1.2.4. Number of engagements on promoting Diversity, Equity, and Inclusion (DEI) held	Number	These are engagements around dismantling existing power structures that perpetuate inequalities or programs promoting Diversity, Equity, and Inclusion (DEI).	Policy engagement activity reports/ minutes/ meeting photos	
3.1.3. Formalize partnerships for advocacy with selected government entities, policy and advocacy organizations, and academic/research institutions around signature issues/ focus areas/focus areas in different geographical areas.	3.1.3. Number of partnerships developed for advocacy around signature issues/ focus areas/focus areas in different geographical areas.	Number	This will be operationalizing the partnership model that entails formalized relationships with individuals and institutions in different countries to support, anchor, and amplify the Center's work in those countries.	Partnership agreements/ MoUs and accompanying work plans	

Objective Statements	Indicator	Unit of measure	Indicator definition and metrics	Means of verification	Assumptions of the objectives
Activity 3.1.3.2. Capacity build APHRC staff on sustained engagement with decision-makers including government departments, on the APHRC's signature issues/ focus areas	3.1.3.2. Number of capacity-building activities for APHRC staff on sustained engagement with decision makers on the APHRC's signature issues/ focus areas	Number	Capacity building will be around how to conduct sustainable engagements with policy actors and decision-makers around APHRC's signature issues/ focus areas.	Capacity building activities report	
3.1.4. Capacity strengthening of policy partners e.g. advocacy partners, CSO networks, implementation research teams, on policy engagement, for a strengthened R&D ecosystem in Africa with regular refresher sessions which will also enable APHRC to maintain the partner relationships and oversight on the policies.	3.1.4. Number of policy partners capacity strengthened on policy engagement for a strengthened R&D ecosystem in Africa	Number	This will be external capacity strengthening on policy engagements targeting APHRC partners engaging around signature issues.	Training reports	
Activity 3.1.4.1. implement advocacy and policy engagement-specific projects	3.1.4.1. Number of advocacy and policy engagement specific projects conducted	Number	These are project objectives that are specifically around advocacy and policy engagements.	Project contracts	

Objective Statements	Indicator	Unit of measure	Indicator definition and metrics	Means of verification	Assumptions of the objectives
3.1.5. Share lessons on how the Center's models and tools perform in achieving EIDM	3.1.5. Number of forums to share lessons with staff on how the Center's models and tools perform in achieving EIDM	Number	Forums may include staff meetings, brown bags, senior management meetings, learning events etc.	Forum minutes/ reports	
Activity 3.1.5.1. Document how the Center's models and tools perform in achieving EIDM	3.1.5.1. Number of periodic reviews conducted on the Center's models and tools perform in achieving EIDM	Number	Policy engagement model for APHRC was developed, reviewed, and rolled out to include staff training	Review documents Training reports	
Outcome 3.2					
3.2. Enhanced positioning and recognition for funding and partnerships	3.2.a. Level of participation of APHRC in national, regional, and global technical working groups around the signature issues/ focus areas/focus areas	Number/ Qualitative	Number of global, regional and national conferences or initiatives that APHRC is part of.	Strategic Plan Evaluation Report	
	2.2.b. Alliances were created with governments, critical national and pan-African civil society networks, regional, parliamentary and economic bodies across sub-Saharan Africa	Number/ Qualitative	These institutions include, but not limited to institutions such as the ECOWAS, EAC, SADC, NEPAD, and the African Union as well as critical national and pan-African civil society organizations, grassroots organizations, local and national governments to effectively position APHRC as the top African think tank influencing domestic health policy in Africa.	Strategic Plan Evaluation Report	
	2.2.c. Number of references (citations, quotations, and mentions) of APHRC research on the signature issues/ focus areas/focus areas	Number/ Qualitative	The citation will be both for academic and lay publications including newspaper articles, blogs, and speeches from decision-makers among other policy documents.	Strategic Plan Evaluation Report Citation documentation/ hyperlinks	

Objective Statements	Indicator	Unit of measure	Indicator definition and metrics	Means of verification	Assumptions of the objectives
Output and their activities					
3.2.1. Reach of APHRC work around its signature issues/ focus areas	3.2.1.a Social media analytics- (reach, mentions, comments, likes, views)	Number	Social media analytics such as reach, mentions, comments, and likes etc. of the centers work on the various social media platforms.	Google data studio report Social media monitoring and engagement reports	
	3.2.1.b. Number of follow-up conversations or projects emanating from the social media and APHRC visibility	Number	These are initiatives that have emanated from the social media and visibility outreaches, which includes follow up conversations projects or other engagements.		
Activity 3.2.1.1. Participate in interviews around APHRC signature issues/ focus areas	3.2.1.1. Number of broadcast media interviews conducted	Number	This includes broadcast media interviews, print media interviews, social media interviews etc.	Interview recordings/links Analytics and data on the impact of each interview media monitoring reports	
Activity 3.2.1.2. Sponsor government functions or activities for visibility around APHRC Focus areas/ signature issues	3.2.1.2. Number of government functions/ activities sponsored around APHRC signature issues/ focus areas for visibility	Number	This will cover national events or days that APHRC is invited to participate as a partners	Activity reports/ function photos	
Activity 3.2.1.3. Conduct social media campaigns	3.2.1.3. Number of social media campaigns conducted	Number	This includes campaigns conducted on the APHRC Facebook, Twitter, LinkedIn, YouTube or on APHRC website (aphrc.org)	Social media campaigns tracker	

Objective Statements	Indicator	Unit of measure	Indicator definition and metrics	Means of verification	Assumptions of the objectives
3.2.2. Policy engagement staff and government liaison staff to conduct policy engagement activities for funding and partnerships	3.2.2. Number of policy engagement activities for funding and partnerships conducted by policy engagement staff and government liaison officers	Number Qualitative	This includes Policy engagement forums with policy and decision makers that APHRC has participated in. This includes consultative meetings with policy makers, policy cafes, conferences and/or forums where the Center has participated as presenters, session chairs, discussants, keynote speakers, attendees etc.	Policy engagement activity reports/ minutes/meeting photos	
Activity 3.2.2.1. Develop a recruitment model to target individuals with crosscutting expertise in research, policy engagement, advocacy, with diverse experiences in both the public and private sectors.	3.2.2.1. Number of recruitment model documents developed for a targeted recruitment of individuals with expertise in research, policy engagement, and advocacy, with diverse experiences in both the public and private sectors.	Number	The recruitment model document for recruitment of individuals with cross-cutting expertise will go towards supporting EIDM and the systems thinking approach	Recruitment model document	
Activity 3.2.2.2. Establish positions for full-time policy engagement and outreach staff, aligned to the signature issues/ focus areas	3.2.2.2 Number of full-time staff for policy engagement and outreach aligned to signature issues/ focus areas staff employed	Number	This will be regular staff employed to conduct policy engagements and outreach activities	HRM	
Activity 3.2.2.3. Recruit government liaison officers dedicated to policy engagement. with various government entities in Kenya and Senegal	3.2.2.3. Number of government liaison officers in Kenya and Senegal dedicated to policy engagement.	Number	These will be individuals with cross-cutting expertise who will play the role of government liaison	HRM/ Staff recruitments report	

Objective Statements	Indicator	Unit of measure	Indicator definition and metrics	Means of verification	Assumptions of the objectives
3.2.3. Implement strategic initiatives of APHRC's signature issues/ focus areas/ focus areas that are outside project funding	3.2.3. Number of strategic initiatives implemented on Focus areas/ signature issues, outside project funding.	Number	For sustained policy engagement and long-term view to change, initiatives will be implemented that operate outside the confines of project timelines and project funding	Strategic initiative reports	
Activity 3.2.3.1. Design strategic initiatives on signature issues/ focus areas/focus areas implementable outside the constraints of project funding	3.2.3.1. Number of strategic initiatives designed on signature issues/ focus area, implementable outside project funding	Number	For sustained policy engagement and long-term view to change, initiatives will be implemented that operate outside the confines of project timelines and project funding	Strategic initiatives documentation	

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

Objective Statements	Indicators	Unit of measure	Indicator definition and metrics	Means of Verification	Assumptions of the objectives
Outcome 4.1.					
4.1. Increased efficiencies of the Center's processes for increased programmatic impact	4.1.a. Lead time in mobilizing human resources to meet the demand for new skills and staff for new initiatives and opportunities.	Number	This involves forecasting human resources requirements for new and ongoing initiatives to increase the timely delivery of new projects and minimize work overload.	Strategic Plan Evaluation Report	Availability of funds to purchase systems for operational efficiencies.
	4.1.b. Number of country liaison offices established in countries where there is demand for APHRC's expertise.	Quantitative	Offices established in countries where there is demand for APHRC's expertise, based on the successful implementation of the partnership model	Strategic Plan Evaluation Report	External OCA is conducted routinely.
	4.1.c. Average Staff satisfaction and engagement score	Quantitative	This is the staff satisfaction rate determined from the staff satisfaction survey conducted every three years.	Staff Satisfaction Survey Report	Qualified staff to manage the systems for operational efficiencies
	4.1.d. Turnover rate of staff	Number	The rate at which employees have left the Center both voluntarily and involuntarily. **Numerator:** Employees who have left APHRC voluntarily or involuntarily **Denominator:** Total number of employees at end of year	HRM	Maintained SOPs Staff capacity to conduct OCA
	4.1.e. Level of synergy in the Center's operations	Number/ Qualitative	Synergy in both the Center's process and in implementation of program/project activities through operationalization of the themes and related processes.	Strategic Plan Evaluation Report	Willingness to embrace operation efficiencies

Objective Statements	Indicators	Unit of measure	Indicator definition and metrics	Means of Verification	Assumptions of the objectives
	4.1.f. Succession planning roadmap operationalized	Qualitative	Build on the ongoing succession planning process by institutionalizing and demystifying the processes and cascading them to lower levels in the institutional hierarchy.	Roadmap operationalization checklist	Low attrition rate. Systems are stable and does not crash Data available for the reporting Relevant grant calls available. Grant proposals meet the funder's requirements
	4.1.g. Board constitution with relevant skills and qualifications.	Qualitative	Board members assessed the required skills and qualifications	Board Assessments, Board Skills Matrix	
	4.1.h. Level of efficiency in the operation of board meetings	Qualitative	Assess efficiency in how board meetings are run	Board assessments, Strategic Plan Evaluation Report	
	4.1.i. Level of efficiency in the board committees' function.	Qualitative	Assess the efficiency of how board committees are run.	Board Assessments, Strategic Plan Evaluation Report, Meetings, and Deliberations	
	4.1.j. Level of coordination of risk management and compliance	Qualitative	Assess the structures in place for the coordination of risk management and compliance.	Strategic Plan Evaluation Report	
Output and their activities					
4.1.1. Timely acquisition of human resources to meet programmatic demand	4.1.1. Turn-around time of talent/human resource acquisition	Qualitative	This is the amount of time taken to complete/fulfill a request for human resources, from the requisition received.	Turnaround time metrics	
Activity 4.1.1.1. Review the talent acquisition procedures, processes and past performance to ensure rapid mobilization of human resources to meet programmatic demand	4.1.1.1. Number of reviews conducted on the talent acquisition procedures	Number	Assessments were conducted to review talent acquisition to ensure efficiency in HR mobilization	Talent acquisition procedures review report	

Objective Statements	Indicators	Unit of measure	Indicator definition and metrics	Means of Verification	Assumptions of the objectives
Activity 4.1.1.2. Institutionalize procedures for forecasting human resources requirements	4.1.1.2. Procedures instituted to forecast human resources requirements at the Center	Qualitative	The procedure and processes will be for forecasting human resources requirements for new and ongoing initiatives as a measure to increase timely delivery of new projects and minimize work overload	forecasting human resources requirements SOP institutionalization checklist	
4.1.2. Staff sensitized on succession plan	4.1.2.1. Number of sensitized meetings held for staff on the succession plan	Quantitative		Sensitization meeting reports/ minutes	
Activity 4.1.2.1. Develop a roadmap on the succession plan	4.1.2.2. Number of succession plan developed	Number	Build on the ongoing succession planning process by institutionalizing and demystifying the processes and cascading it to lower levels in the institutional hierarchy.	Succession plan document	
4.1.3. Determine the project burn rates of projects being implemented	4.1.3. Burn rates of projects	%	The rate at which projects are utilizing funds based on the project budget for project implementation	ERP	
Activity 4.1.3.1. Implement project activities in a timely manner	4.1.3.1. Proportion of projects implemented in the reporting period in a timely manner	%	Timeliness of projects includes projects that don't have a no cost extensions or have not returned funding to funders **Numerator :** Number of implemented in the reporting period in a timely manner **Denominator:** Number of projects in that reporting year	ERP	
4.1.4. Institutionalize synergy and multi-disciplinary approach guided by the Strategic Plan	4.1.4. Synergy and multidisciplinary approach Institutionalized	Qualitative	Multidisciplinary approach ensures that the right individuals are appropriately placed in teams that will take a multidisciplinary approach to actualize this strategic shift in systems thinking and synergy.	Institutionalization checklist	

Objective Statements	Indicators	Unit of measure	Indicator definition and metrics	Means of Verification	Assumptions of the objectives
Activity 4.1.4.1. Sensitization forums on the revised organizational structure/organogram	4.1.4.1. Number of staff sensitization forums on the revised organizational structure/ organogram	Number	Report on sensitization meetings on the structure	Sensitization meeting reports/ minutes	
Activity 4.1.4.2. Establish the office of research governance	4.1.4.2. Office of research governance established	Timelines	-New offices will be established to concretize the research governance office	Institutionalization checklist	
Activity 4.1.4.3. Re-organize work into broader themes aimed at promoting synergy within thematic areas and concentrating expertise within fewer units	4.1.4.3. Work re-organized into broader themes aimed at promoting synergy within thematic areas and concentrating expertise within fewer units	Qualitative	-	Institutionalization checklist	
Activity 4.1.4.4. Establish a synergy of support program functions under a synergy function outside the main program areas.	4.1.4.4. Support program functions housed a synergy function outside the main program areas.	Qualitative	Support function such as internal data management and project-specific policy engagement under synergy	Institutionalization checklist	
Activity 4.1.4.5. Include synergy and collaboration in the reward system for senior management.	4.1.4.5. Synergy and collaboration included in the reward system for senior management.	Qualitative	Incorporate synergy and collaboration in senior staff in the goals	reward system	
4.1.5. Operationalize the company secretary role to enhance board functions	4.1.5.a. Board work plan developed by the company secretary	Number	Arising from the Governance assessment, the Board will operate using work plans. The work plans are for committees and the full board	Company secretary performance tracker/checklist	

Objective Statements	Indicators	Unit of measure	Indicator definition and metrics	Means of Verification	Assumptions of the objectives
	4.1.5.b. Report developed on the assessment of board skills requirements	Number	The Board skills matrix indicates the skills requirement. The Board members skills are compared to the requirements	board skills requirements report	
	4.1.5.c. Governance documents reviewed	Timelines	The Board assessment recommended the review of several governance documents including the Board charter and the committee ToRs	The reviewed board governance report	
Activity 4.1.5.1. Recruit a professional company secretary in 2022	4.1.5.1. Professional company secretaries recruited in 2022	Timelines	This is the position of the company secretary to the board	HR recruitments report	
4.1.6. Operationalize the audit committee of the board	4.1.6.a. Number of audit committee meetings held	Number	-The audit committee is recommended as best practice where audit issues are separated from finance and risk	Audit committee meetings report	
	4.1.6.b. Proportion of action points from the audit committee meeting addressed	%	**Numerator:** Number of action points addressed during the reporting year\n\n**Denominator:** Number of actions points from the audit committee meeting during the reporting year.	Committee meetings follow up/ report on action points\n\nAction tracker	
Activity 4.1.6.1. Reformulate Board committees to include an audit committee separate from the finance, risk and development management committee.	4.1.6.1. Audit committee established by 2022	Number	This is an audit committee that is stand alone.	Board meeting minutes	
4.1.7. Operationalize the risk management and compliance office	4.1.7.a Number of risk monitoring reports developed	Number	This is the process of monitoring the risks that have been identified by the Divisions and themes.	Risk monitoring reports	

Objective Statements	Indicators	Unit of measure	Indicator definition and metrics	Means of Verification	Assumptions of the objectives
	4.1.7.b. Number of compliance reviews/ assessments conducted	Number	This is the assessment of the Center in following the various sets of policies and regulations.	Compliance review reports	
	4.1.7.c. Proportion of risk identified with implemented risk mitigation plans	%	**Numerator:** Number of risks identified with mitigation plan in place **Denominator:** Number of risks identified	Risk mitigation register, Risk Incidence Reports	
Activity 4.1.7.1. Establish an office to coordinate risk management and compliance.	4.1.7.1. Risk management and compliance office established by 2022	Number		Management reports	
Outcome 4.2.					
4.2. Systems thinking enhanced through the Center's processes and operations	4.2. Level of mainstreaming of systems thinking through the Center's processes and operations	Qualitative	This will assess the level at which the systems thinking approach has been institutionalized at the Center	Strategic Plan Evaluation Report	
Output and their activities					
4.2.1. Recruit experts in systems thinking including political economy analysis and systems dynamics modeling among others.	4.2.1. Number of experts in systems thinking recruited	Number	These experts will include but not be limited to political economy analysis, systems dynamics modeling among others.	HRM	
Activity 4.2.1.1. Map the expertise required to implement the systems thinking approach	4.2.1.1. Number of mapping exercises conducted to map the expertise required to implement the systems thinking approach	Number	The model will target individuals with crosscutting expertise in research, policy engagement, and advocacy and, with diverse experiences in both the public and private sectors, for the implementation of systems thinking approach	Map exercise report	

Objective Statements	Indicators	Unit of measure	Indicator definition and metrics	Means of Verification	Assumptions of the objectives
4.2.2. Partner with organizations with the relevant skills in systems thinking such as political economy analysis and systems dynamics modeling among others for learning	4.2.2. Number of partnerships with organizations that have systems thinking expertise	Number	-	Partnership agreements/ MOUs	
Activity 4.2.2.1 Identify organizations with the relevant skills in systems thinking	4.2.2.1. Number of organizations identified with relevant skills in systems thinking	Number	Systems thinking skills include but are not limited to such as political economy analysis, and systems dynamics modeling among others.	Organizations mapping report	
4.2.3. Partner institutions are using the Good Financial Grant Practices standard	4.2.3. Number of institutions that are using the GFGP standard	Number	-APHRC has adopted the Good Finance Grant Practice for due diligence for partners receiving substantial amounts.	GFGP certificate	
Activity 4.2.3.1. APHRC holds training for the partner institutions on the Good Financial Grant Practices	4.2.3.1. Number of partner institutions trained on Good Financial Grant Practices	Number	-	Training reports	
Activity 4.2.3.2. Partner institutions are assessed using the Good Financial Grant Practices standard	4.2.3.2 Number of institutions that are assessed using the GFGP standard	Number	-	GFGP assessments reports	
4.2.4. Train staff on systems thinking	4.2.4. Number of capacity strengthening activities on staff held on systems thinking	Number			Training reports	

Objective Statements	Indicators	Unit of measure	Indicator definition and metrics	Means of Verification	Assumptions of the objectives
Activity 4.2.4.1. Hire consultant to conduct trainings on system thinking	4.2.4.1. Number of systems thinking consultants recruited	Number	This is an individual who will be an expert in systems approach	HR recruitments report	
Outcome 4.3					
4.3. Enhanced financial stability	4.3. Diversity in funding sources	Qualitative/ Number	By diversity we mean increased restricted and unrestricted funding from various sources of funding	Strategic Plan Evaluation Report	
Output and their activities					
4.3.1. Implement projects that are multi- year, multi-million and multi-country	4.3.1.a. Proportion of projects that are multi-country grants.	%	**Numerator:** Number of projects that are implementing project activities in more than one country. **Denominator:** Total number of projects during the reporting period	Signed agreements/ Confirmation by unit heads	
	4.3.1.b. Proportion of projects that are multi-million	%	United States Dollars (USD) is used as the base currency. Disaggregation by units and type of award. The monetary value of more than USD one million **Numerator:** Number of projects that have a monetary value of more than USD one million during the reporting period **Denominator:** Total number of projects during the reporting period	Signed agreements/ Confirmation by unit heads	
	4.3.1.c. Proportion of projects that are multi -year	%	These are projects that are running for more than one year. Projects running for more than one year are considered multiyear while those below one year are considered short-term. Disaggregation by units, duration.	Signed agreements/ Confirmation by unit heads	

Objective Statements	Indicators	Unit of measure	Indicator definition and metrics	Means of Verification	Assumptions of the objectives
			Numerator: Number of projects that are multi – year during the reporting period		
			Denominator: Total number of projects during the reporting period		
Activity 4.3.1.1. Develop business strategy to raise SP funding	4.3.1.1. Number of business development strategy developed by 2022	Number		Business development strategy	
Activity 4.3.1.2. Recruit strategic proposal writers for bilateral funders	4.3.1.2. Number of strategic proposal writers recruited for bilateral funders	Number		Recruitment report	
Activity 4.3.1.3. Track proposals success rates by number	4.3.1.3. Grant proposals number success rate	%	Rate at which number of grant proposals submitted have been successful and grant awarded. Disaggregation by units. **Numerator:** Number of successful grant proposals during the reporting year. **Denominator**: Sum of successful and unsuccessful grant proposals during the reporting year.	Proposal tracker	
Activity 4.3.1.4. Track proposals success rates by dollars	4.3.1.4. Grant proposals dollar success rate	%	The rate at which number of grant proposals submitted have been successful and grant awarded in terms of monetary value in USD. Disaggregation by units. **Numerator :** Number of successful grant proposals in USD during the reporting year. **Denominator:** Sum of successful and unsuccessful grant proposals in USD during the reporting year.	Proposal tracker	

Objective Statements	Indicators	Unit of measure	Indicator definition and metrics	Means of Verification	Assumptions of the objectives
4.3.2. Diversify funding sources to include the private sector	4.3.2. Number of new private sector funding sources awarded	Number	-		
Activity 4.3.2.1. Engage in support investments in strategic initiatives and long-term commitment to systemic change	4.3.2.1. Number of new relationships developed that support investments in strategic initiatives and long-term commitment to systemic change	Number	-	contracts	
Activity 4.3.2.2. Develop proposals targeting diversified funding base (including the private sector) and amounts	4.3.2.2. Number of proposals developed on diversified funding sources including private sector	Number	-	Proposal tracker	
4.3.3. Expand the Center portfolio as connector and facilitator in fund management	4.3.3. Number of fund management project implemented	Number	-	ERP	
Activity 4.3.3.1 Develop proposals for fund management grants	4.3.3.1. Number of proposals developed for fund management grants	Number	-	Proposal Tracker	
4.3.4. Endowment earnings	4.3.4. Annual earnings from endowment fund	%	-	Endowment report	
Activity 4.3.4.1. Establish an endowment fund.	4.3.4.1. Endowment fund established by 2022	Number	-	Endowment report	

Objective Statements	Indicators	Unit of measure	Indicator definition and metrics	Means of Verification	Assumptions of the objectives
Outcome 4.4					
4.4. Enhanced environmental sustainability	4.4. Environmental sustainability of the Center's work	Qualitative		Strategic Plan Evaluation report	
Output and their activities					
4.4.1. Fully operationalize paperless systems and processes at the Center	4.4.1. Paperless systems fully operationalized at the Center	Qualitative		ERP	
Activity 4.4.1.1 Identify other Center processes that can be fully paperless	4.4.1.1. Exercise to identify Center processes that can be fully paperless conducted	Number		report	
4.4.2. Incorporate to Solar power as one of the Center's electricity supply	4.4.2. Solar power incorporated into the Center's electricity supply	Qualitative		Facilities and Admin Reports	
Activity 4.4.2.1. Identify strategies to incorporate Solar power as one of the Center's electricity supply	4.4.2.1 Strategies identified on how to incorporate Solar power as one of the Center's electricity supply	Number		Strategies report	

5 Monitoring, Evaluation, and Learning

5.1. Monitoring Plan

5.1.1. Performance Monitoring

The performance monitoring process will be based on the logical framework. The performance monitoring will involve tracking the progress of the indicators for each of the Strategic Objectives. This will be operationalized through the implementation plan (annex 1) by tracking performance milestones over time against the set targets for each of the Key Performance Indicators (KPIs). Additionally, the performance monitoring plan will provide further details on the indicator data collection frequency, reporting timelines, and data management and analysis. Ultimately, the performance reviews from the monitoring will be presented and shared with management and staff quarterly, bi-annually, and/ or annually.

5.1.2. Context Monitoring

Context monitoring is the systematic collection of information about conditions and external factors relevant to the programs/project implementation and performance of the Center. The context monitoring will include appraising the environment in which the Center conducts its work for continuous reflection and learning to ensure evidence-informed decision-making. The context monitoring will leverage and build upon already existing processes within the Center such as the risk registration and monitoring. It will track the assumptions and risks identified with the logical framework for each of the Strategic Objectives as seen in table 2 and how they impact the overall performance and operations of the Center. The context monitoring will be based on the following monitoring approaches:

Remote Monitoring for participation and inclusion: This will include incorporating remote data collection approaches using mobile-based systems such as REDCap, phone surveys, SMS/voice calls, WhatsApp Groups, and the corporate M&E platform.

Reliance on digital dissemination of findings from monitoring and evaluation (M&E) activities and processes. This will allow the M & E team to reach much larger numbers of users who are currently confined to their desks, and at a lower cost, by eliminating travel.

The focus will be on any shifts in the enabling conditions for the success of APHRC or the enabling conditions for effective implementation within the Center. The risk management team will monitor and share reports with management every quarter to understand if there have been any shifts in the context that affect the strategic direction of the Center. This will form part of the quarterly reflections to determine if there are changes in context to leverage or those that need to be mitigated to avoid negative impact.

Further details on risk management can be found in the Center's risk management strategy and the risk register.

Table 3 **Risks and assumptions**

Assumption	Mitigation Strategy	
	By APHRC	By MEL
APHRC staff will implement the tools, systems, and procedures	Collaborate closely with the leadership and staff to determine which tools, systems, and procedures are needed and review the design and content as they are developed.	Invest time and effort in implementing the tools, systems, and procedures.
The Center will support and encourage staff's use of performance data and tools to manage portfolios	Gain buy-in on key undertakings Document "success stories" pursuant to adoption of such tools, systems and procedures; the platform will develop a learning agenda to highlight data utilization for the Center	Identify and communicate the success stories among all staff and stakeholders Formally recognize early adopters of the new Center M&E/ Collaborating, Learning and Adapting (CLA) practices. Management communicates to staff how it has used the information to adopt its programming and management practices such as meetings, program performance reviews (PPRs) etc. Management creates 'space' for learning events
The Center's capacity strengthening programs meet the staff needs	The Center Conducts M&E capacity needs assessment and an annual survey to gain feedback on training, TA and tools. Evaluation forms are reviewed by the Center after training events to inform adjustments and improvements	Staff have time to attend/ participate in the Center organized M&E informal and formal capacity building and other activities. Staff participate in the annual survey and the M&E needs assessment.
M&E team allows staff a sufficient amount of time to access the M&E platform and facilitate this access	The M&E team established close and regular communication with Divisions and Units. The Center makes itself available for regular on-site, on-demand calls and for "open door" visiting hours.	Strong support from the leadership and the Executive Regular status updates and amendments to the work plan, reflecting postponements in contractual deliverables.

Assumption	Mitigation Strategy	
The Center appreciates that its M&E capacity will be optimal in five years	The Center conducts and presents data to show improvements to staff M&E capacity over time	The Center takes necessary actions to ensure that staff are institutionally/ supported in their ability to use the enhanced knowledge and skills platform.
The Center has the capacity to conduct field monitoring	The Center has a contingency plan for maintaining support either directly or via sub-contractors would be needed for any staff.	Review of contingency plan Staff attend partner meetings
The Center balances competing demands and deliverables dates	The Center identifies key deliverables The Center identifies staff and consultants appropriate and available to provide services	Schedule events in such a way as to enable the Center to prepare itself correctly to meet its own standards of quality for research products.

Strategic Plan Stocktaking

THE MONITORING, EVALUATION, AND LEARNING PLAN

5.2. Evaluation Plan

The strategic plan evaluation will follow a theory-driven systems approach drawing on the center's Theory of Change (Toc), focusing on the assumption identified for each work stream under thematic and sub-thematic areas, and aligning with the evaluation questions.

The overall purpose of evaluations will be to determine the relevance and level of achievement of objectives, development effectiveness, efficiency, impact, and sustainability. Project evaluations will also feed lessons learned into the decision-making process of the project leaders and stakeholders, including government, donors, and national, and international partners.

The evaluation plan will be premised on a framework for monitoring based upon the information in the logical framework – essentially the indicators will guide the monitoring of the Strategic Objectives. As such, the Center will track in detail the progress, productivity, and research it supports through a performance evaluation towards the end of the strategic plan. Two strategic plan evaluations will be conducted during the life of the strategic plan 2022-2026; at the midline and at the end line as discussed below:

5.2.1. Strategic Plan Stocktaking- Midterm Review

The purpose of the mid-term review (MTR) is to take stock of the progress at the mid-term (2.6 years) of implementation of APHRC Strategic Plan 2022-2026, to identify and address any emerging strategic questions, and to agree on any decisions and actions needed to ensure effective delivery of the Strategic Plan for the remaining period. A secondary purpose is to assess the management and oversight of the delivery of the strategic plan that will streamline the pathways towards impact.

Specifically, the objectives of the MTR plan are to:

1. Assess progress against the objectives and outcomes of the strategic plan, including what has/hasn't worked well in the delivery of the plan so far.

2. Assess the relevance of the strategic plan and address emerging issues in the global context.

3. Provide recommendations for strengthened delivery of the strategy and identify areas that need to be explored further and strategic decisions required as a result of the analysis.

4. Analyze how the strategic plan is being monitored, whether it is adequate, and whether changes are required.

Table 4 **Strategic plan mid-term review**

Evaluation Type	Performance
Evaluation methodology	The MTR will follow a collaborative and participatory mixed-methods approach that draws on both existing and new quantitative and qualitative data to answer the evaluation questions. Data will be collected through document review, questionnaires, interviews, and group discussions.
Tentative Evaluation Questions	The Mid Term Review will use OECD/DAC principles with a strong focus on the relevance and effectiveness of the strategic plan and emphasis should be placed on the robust analysis of these factors. It is desired that this MTR also considers some questions in terms of efficiency, impact, and sustainability.
	Relevance

Evaluation Type	Performance
Tentative Evaluation Questions	◆ Is the strategic plan considered relevant (across the programmatic themes) and to what extent has the strategic plan shaped APHRC work?
	◆ Does the strategic plan respond appropriately to the context in which we work and what has changed in the external or internal environment since the outset of the plan?
	◆ How has it impacted the achievement of the goals and outcomes and how is it likely to impact going forward?
	Effectiveness
	Improved scientific knowledge generation that is aligned with local and international development agendas affecting African health and development
	◆ How has APHRC improved the scientific knowledge generation that is aligned with the local agenda affecting African health and development?
	◆ How has APHRC has improved the scientific knowledge generation that is aligned with the international agenda affecting African health and development?
	◆ What is the evidence of scientific knowledge uptake that is aligned with local development agendas affecting African health and development?
	◆ What is the evidence of scientific knowledge uptake that is aligned with international development agendas affecting African health and development?
	Capacities are developed, the research ecosystem is strengthened in Africa, and contributions are made to the development and implementation of a blueprint for Africa's self-sufficiency in R&D
	◆ How has APHRC improved capacities in research for Africa's self-sufficiency in R&D?
	◆ To what extent has the improved capacity contributed to Africa's self-sufficiency in R&D?
	◆ How has APHRC strengthened the research ecosystem leading to consistency, efficiency, and sufficiency in research outcomes for Africa's self-sufficiency in R&D?
	◆ How has APHRC contributed to the development and implementation of a blueprint for Africa's self-sufficiency in R&D?
	Enhanced the use of research evidence and policy actors and practitioners are engaged in transformative change
	◆ How has APHRC enhanced the use of research evidence generated at the centre?

Evaluation Type	Performance
	◆ To what extent are policy actors and practitioners engaged in the use of generated evidence to transformative change?
	◆ Improved graduate training and design and deliver innovative PhD and postdoctoral capacity-building programs.
	◆ How have the innovative PhD and postdoctoral capacity-building programs improved graduate training?
	◆ What are the outcomes of the graduate training?
	Enhanced operational efficiencies in systems and processes for maximum programmatic impact
	◆ To what extent has the APHRC system, processes and practices enhanced programmatic impact?
	Efficiency
	◆ How have the deployment and allocation of resources and procedures influenced the delivery of the strategy so far?
	◆ Have resources (funds, human resources, time, expertise etc.) been allocated strategically to achieve outcomes?
	◆ Have resources been used efficiently? Have activities supporting the strategy been cost-effective? In general, do the results achieved justify the costs? Could the same results be attained with fewer resources?
	◆ Have project funds and activities been delivered in a timely manner?
Start Date	2.3 years into the strategic period
End Date	2.6 years into the strategic period

5.2.2. Strategic Plan Stocktaking- Endline Evaluation

The end-line evaluation is intended to assess the center's pathway-to-impact models toward our SP Vision, and the ultimate progress made in fulfilling agreed strategic objectives through the planned activities; to evaluate the relevance of the interventions to the implementation areas, and to assess the efficiency and effectiveness with which resources have been used to generate results and achieve strategic objectives. Moreover, the Endline evaluation will also assess the extent to which the different interacting and interdependent institutional enablers have been effective; strategic thrust, African R&D ecosystem, tracking systems approaches, and the long-term sustainability.

Table 5 **Strategic Plan Endline Evaluation**

Evaluation Type	Performance
Evaluation methodology	The Endline evaluation will follow a collaborative and participatory mixed-methods approach that draws on both existing and new quantitative and qualitative data to answer the evaluation questions. Data will be collected through document review, questionnaires, interviews, and group discussions.
Tentative Evaluation Questions	The endline will use OECD/DAC principles with a strong focus on the relevance, effectiveness, efficiency, impact and sustainability of the strategic plan and emphasis should be placed on the robust analysis of these factors. It is desired that the endline evaluation also considers some questions in terms of efficiency, impact, and sustainability.
	Relevance
	◆ Is the strategic plan considered relevant (across the programmatic themes) and to what extent has the strategic plan shaped APHRC work?
	◆ Does the strategic plan respond appropriately to the context in which we work and what has changed in the external or internal environment since the outset of the plan? How has it impacted the achievement of the goals and outcomes?
	Effectiveness
	Improved scientific knowledge generation that is aligned with local and international development agendas affecting African health and development
	◆ How has APHRC has improved the scientific knowledge generation that is aligned with the local agenda affecting African health and development?
	◆ How has APHRC has improved the scientific knowledge generation that is aligned with the international agenda affecting African health and development?
	◆ What is the evidence of scientific knowledge uptake that is aligned with local development agendas affecting African health and development?
	◆ What is the evidence of scientific knowledge uptake that is aligned with international development agendas affecting African health and development?

Evaluation Type	Performance
	Capacities are developed, the research ecosystem is strengthened in Africa and contributions are made to the development and implementation of a blueprint for Africa's self-sufficiency in R&D
	◆ How has APHRC improved capacities in research for Africa's self-sufficiency in R&D?
	◆ To what extent has the improved capacity contributed to Africa's self-sufficiency in R&D?
	◆ How has APHRC strengthened the research ecosystem leading to consistency, efficiency, and sufficiency in research outcomes for Africa's self-sufficiency in R&D?
	◆ How has APHRC contributed to the development and implementation of a blueprint for Africa's self-sufficiency in R&D?
	Enhanced the use of research evidence and policy actors and practitioners are engaged in transformative change.
	◆ How has APHRC enhanced the use of research evidence generated at the Center?
	◆ To what extent the policy actors and practitioners are engaged in the use of generated evidence to transformative change?
	Improved graduate training and design and deliver innovative PhD and postdoctoral capacity-building programs.
	◆ How have the innovative PhD and postdoctoral capacity-building programs improved graduate training?
	◆ What are the outcomes of the graduate training?
	Enhanced operational efficiencies in systems and processes for maximum programmatic impact
	◆ To what extent has the APHRC system, processes and practices enhanced programmatic impact?
	Efficiency
	◆ How have the deployment and allocation of resources and procedures influenced the delivery of the strategy so far?
	◆ Have resources (funds, human resources, time, expertise etc.) been allocated strategically to achieve outcomes?
	◆ Have resources been used efficiently?
	◆ Have activities supported the strategy been cost-effective?
	◆ In general, do the results achieved justify the costs?
	◆ Could the same results be attained with fewer resources?
	◆ Have project funds and activities been delivered in a timely manner?

Evaluation Type	Performance
	Impact
	◆ What have been the unintended outcomes of delivery of the strategy and how are we addressing them?
	Impact of the capacity strengthening programs
	◆ How have the APHRC capacity strengthening initiatives contributed to the research ecosystem in Africa?
	Impact of patient-centered management of chronic diseases
	◆ To what extent has APHRC contributed to the patient-centered management of chronic diseases?
	Impact of using evidence to have a transformative impact on lives in Africa.
	◆ How has the evidence generated by APHRC transformed lives in Africa?
	Impact on health and wellbeing in urban context
	◆ What has been APHRC's contribution to health and wellbeing in the urban context?
	Reduced environmental impact of our work
	◆ To what extent has the APHRC system, processes and practices enhanced programmatic impact
	Impact of global health on society
	◆ What is the contribution of APHRC to global health matters in society?
	Sustainability
	◆ Is the level of change achieved and planned sustainable?
	◆ Is there an exit strategy? Is it being implemented?
	◆ How effective is the exit strategy?
	◆ Will the project be sustainable through this strategy?
	In what ways was EIDM around APHRC focus areas/signature issues sustainable?
Start Date	4.7 years into the strategic period
End Date	5 years

Knowledge Management and Learning Agenda

THE MONITORING, EVALUATION, AND LEARNING PLAN

6 Knowledge Management

Knowledge management (KM) will involve a process of defining, documenting, sharing, and retaining the knowledge within the Center's operations to deliver top-quality products to the stakeholders and recipients. This will involve gathering knowledge circulating within the Center's various Divisions, Units and teams to avail them for dissemination.

APHRC KM process involves the **capture, synthesis, sharing, assessment, and generation of knowledge.**

The KM cycle is such that it moves from data to information to knowledge and it constitutes the following key elements:

◆ **People and resources** who create, share and use knowledge as part of their daily work and help shape a knowledge-sharing organizational culture.

◆ **Processes or events** which include methods to acquire, create, organize, share and transfer knowledge to different situations.

◆ **The technology** includes the mechanisms to store and provide access to data, information, and knowledge that must be integrated with the way people work and address their real needs.

◆ **The products** and services that generate the knowledge.

Knowledge Generation Research Products Services

E-knowledge translation platforms
Inform policies and practices
Promote integration within the policymaking process

Knowledge Capture
Tacit Knowledge
Explicit Knowledge

APHRC KM Process

Knowledge Assessment
Policy Impact Analysis
Knowledge Assets
Measuring intellectual Capital

Knowledge Structuring
Information mapping
Information storage
Information Retrieval

Knowledge Sharing
Policy Dialogues
Technical training
Scientific Events

Knowledge Synthesis
Meta-Analysis
Review
Knowledge Translation

Figure 3 APHRC Knowledge Management Process

6.1 Systems Thinking Framework for Knowledge Management

The system thinking approach will take into account that as information system components are strengthened and better managed, better quality data is generated, and the capacity to use the data by decision-makers at every level of the system will be improved. That will lead to an increased understanding of where programs are in greatest need, and yield better decisions on budgeting, properly locating interventions, and devising more appropriate and effective interventions. Systems thinking will offer insight for communicating complex issues. Those decisions, in turn, will improve program impact, accountability, and sustainability.

Building the knowledge base

◆ Leveraging knowledge through partnerships: Partnerships will allow the Center to leverage complementary strengths and customers.

◆ Strategic knowledge development.

Access to, use, and re-use of existing knowledge

◆ Curating and sharing lessons

◆ Harnessing staff knowledge

Culture of learning and knowledge-sharing

◆ Acknowledging and learning from failure

6.2 Knowledge Management Results Framework

The knowledge management results framework will help the Center map, create, distribute, scale, and optimize the Center's knowledge and knowledge resources. The framework typically includes four components: - people, process, content, and strategy.

◆ **People:** This involves identifying the people who will be responsible for helping build and implement a knowledge management strategy. It will involve identifying senior leaders for whom knowledge management would be a big win - such as the heads of divisions like Data Science and Evaluation, Human Development, Health and Wellbeing, Population Dynamics and Urbanization Operations, Policy Engagement and Communications, Research & Related Capacity strengthening, international programs, and Corporate functions. These senior stakeholders will help roll out knowledge management efforts, identify areas for improvement, and help champion the cause across the organization. As knowledge management matures, someone is selected from among the divisions/ units to ensure all information is accurate and up-to-date.

◆ **Process:** This involves how the Center will collect, share, and manage knowledge. This element is critical to success because the easier you make it to access information, the more likely the workforce is to use it. The first step is to decide the sorts of information to be available, and determine how people can access this information through the cloud-based and mobile-friendly solution to make information accessible from anywhere, user-friendly software, and make information secure.

◆ **Content:** This will involve determining how to compile and publish knowledge. For instance, deciding a taxonomy and naming conventions; structure information so as it is easily scannable and digestible.

◆ **Strategy:** This involves developing Key Performance Indicators (KPIs) to track and measure success. Such KPIs might include employee time saved, success ratings, employee satisfaction, and new hire retention. This will ensure a return on investment for knowledge management.

6.3 E-knowledge translation platforms

It is composed of organizations, initiatives, and networks supporting evidence-informed policymaking and plays an important role in providing relevant and timely evidence. Through this, lessons learned will be integrated into strengthening the role, structures, and mandates of the knowledge translation platforms to hubs that can inform policies and practices that promote integration within the policymaking process.

Legend

- - - - Opposite
- Data Available
- Platforms
- Knowledge Products
- Knowledge Sharing Events
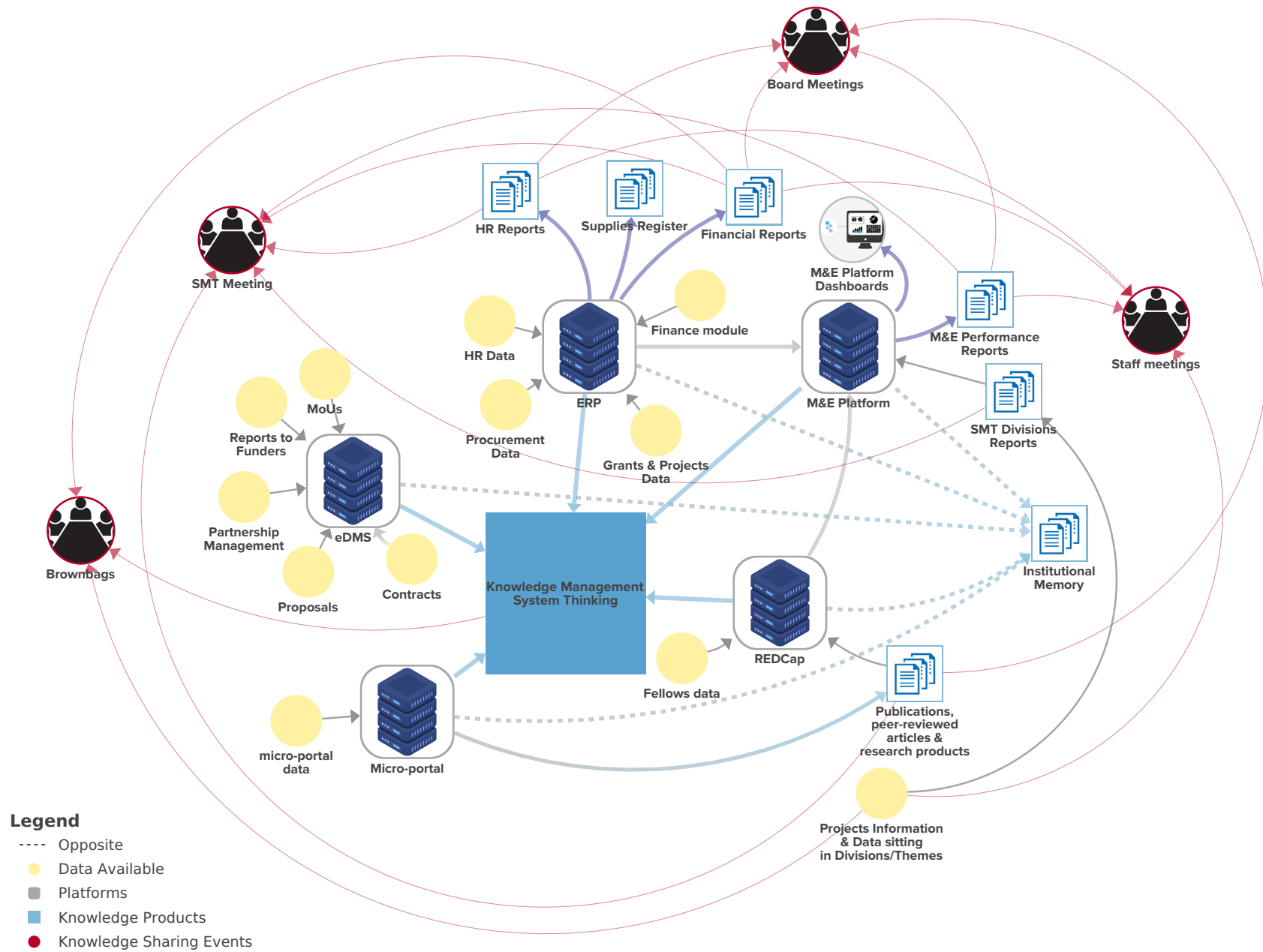
Figure 3 **APHRC Systems Thinking Framework for Knowledge Management**

6.4 Knowledge management action plan

Table 8 Knowledge management action plan

Activity	Responsible Person	Timeline
Result Area: Knowledge management Capacity		
Recruit knowledge management staff	HR	2022
Develop a knowledge management framework to guide the Center	Knowledge management staff	2022
Develop Knowledge management community of practice	Knowledge management staff	2022
Knowledge management training for staff	Knowledge management staff	Routine (quarterly), needs basis
Result Area: Knowledge management systems		
Develop knowledge management platform	Knowledge management staff, IT, M&E	2022-2023
Review and update existing knowledge management platforms (ERP, REDCap, Website, Google Drive, eDMS, microportal)	Knowledge management staff, IT, M&E	2022-2023
Integrate knowledge management platforms	Knowledge management staff, IT	2022, Continuous
Result Area: Develop Knowledge Products		
Publish peer-reviewed articles	Research, RRCS, PEC	Quarterly
Develop technical reports	Research	Quarterly
Develop and update operations manuals and policies	HR, Finance	Routine
Blogs, social media posts, newsletters	staff	Routine
Result Area: Dissemination		
Disseminate knowledge products	PEC, knowledge management staff	Routine
Track user feedback on the knowledge products used	knowledge management staff, IT	Routine (Quarterly)
Organize knowledge sharing and learning events	Knowledge management staff	Annually

6.5 Translating knowledge into policy and action

Knowledge translation (KT) is defined as a dynamic and iterative process that includes synthesis, dissemination, exchange, and ethically sound application of knowledge to improve the health and wellbeing of citizens, provide more effective services and products, and strengthen organizational system. Other terms used to describe KT include; implementation science, research utilization, communication, diffusion of innovation, continuing education, continuing professional development, and knowledge management.

The following are steps to translate knowledge:

a. Creating knowledge:

◆ Deriving knowledge from primary studies, such as randomized controlled trials (Knowledge Inquiry)

◆ Synthesizing primary studies to form secondary knowledge, such as systematic reviews or meta-analyses

◆ Generating knowledge tools or products (third-generation knowledge) such as practice guidelines, decision aids, or care pathways based on the best available evidence distilled from synthesized knowledge

b. Applying knowledge:

◆ Identifying the problem, and identifying, reviewing, and selecting knowledge

◆ Adapting knowledge to the local context

◆ Assessing barriers & facilitators to knowledge use

◆ Selecting, tailoring, and implementing an intervention to address barriers to knowledge use

◆ Monitoring knowledge use

◆ Evaluating the outcome of knowledge use

◆ Developing mechanisms to sustain knowledge use

6.6 Learning Plan

6.1.1 Collaborative, Learning Approach (CLA)

The Center will incorporate the Collaborating, Learning, and Adapting (CLA) model as part of its approach to documenting and sharing lessons learned and best practices in the course of implementing its strategic plan. The CLA will help in improving effectiveness, by ensuring that programs are coordinated with others, grounded in a strong evidence base, and iteratively adapted to remain relevant throughout implementation. This is because strategic learning and adapting will ensure a continuous generation of project information and utilization of data for decision making while ensuring that lessons are shared across the ecosystem for collective decision making. The CLA approach will also leverage the enabling environment hinged on organizational culture and the new systems thinking approach that supports the collaborating, learning, and adapting efforts.

Elements of the CLA approach shall:

◆ Provide a framework and a set of practices for strengthening organizational learning and conditions that enable it throughout the strategic plan implementation to improve effectiveness.

◆ Help translate M&E data into learning, and use learning to improve programs and projects, by harnessing data sharing for knowledge management

◆ Translate to knowledge management and impact documentation through knowledge products such as case studies, success/failure stories, human interest stories, etc.

The CLA model will be operationalized through putting in place systems that enhance synergy and collaboration within the organization, enhance external collaborative learning mechanisms and provide opportunities for reflection and adapting.

6.1.2 Synergy and Collaboration

Synergy building is the cooperative or combined action that mobilizes diverse or disparate individuals or groups towards collaborating for a common cause. The objective is to increase effectiveness by sharing perceptions and experiences, insights, and knowledge. Synergy building operates on the principle of "value combination" for output maximization

Synergy building will be critical in learning as it will:

1. Weaken destructive relationships while strengthening productive ones, by ensuring that everyone's work processes and lessons are geared towards shared learning.

2. Help avoid conflicts of interest as everyone will be aligned towards a common goal and all learning objectives will be geared towards the Center's learning base.

3. Increase morale and reduce energy losses among teams as everyone will be focused on delivering a common learning purpose and generating institutional-level lessons

4. Help retain employees and clients through harnessing a common communication culture and approaches that communicate learnings and lessons to external audiences

5. Increase the Center's output by promoting higher job satisfaction, higher profitability, and higher productivity, as the sharing of the lessons converges everyone around the same performance dashboard and milestones

The following activities and approaches will be employed for synergy building

◆   Promoting physical proximity between different workstations and encouraging cross-team virtual meetings, so as to strengthen inter-divisional interactions and collaboration.

◆   Annual joint work planning workshops to promote synergy and possible areas of collaboration between the different teams.

◆   Collective goal-setting and appraisals will ensure everyone is collectively aligned to a common set of institutional objectives and are working jointly towards it.

◆   Performance dashboards that use data generated from various divisions/ units and are publicly displayed for all to see and learn from.

◆   Encourage cross-unit collaboration on projects and regular brown-bag presentations to foster synergy building within APHRC. Cross-unit collaboration will involve a group of people with different functional expertise coming together to work on an overall organizational goal or project. For example, the Operations and the Research Division, collaborate to achieve a concerted organizational objective. As a result, the process instills institutional learning by ;

   ◆   Harnessing an organizational learning culture

   ◆   Facilitating knowledge dissemination across units/ departments

   ◆   Hosting monthly pause-and-reflect sessions to share experiences

   ◆   Encourage learning champions as a form of motivation to foster collaboration. Learning champions will be assessed using a matrix and the team fostering collaboration, learning and adoption will be on the wall of fame.

   ◆   Regular meetings and updates that ensure every person listens to each other and learns from each other, so as not to have each team only focused on their own one-line activities

6.1.3 External Collaborative Learning Mechanisms

External collaboration will ensure achieving institutional learning objectives since no single division or unit within the Center is the custodian of all knowledge. To ensure both internal and external cross-learning, the following strategies will be used;

◆ Online learning platforms, to ensure that even in the case of collaboration and learning between different organizations, lessons can still be shared through virtual platforms

◆ Coaching and mentoring, allow teams to practice as well as explore issues and opportunities in a collaborative, personalized, and nuanced way.

◆ Creating Technical Working Groups (TWGs) and communities of practice (CoPs), which not only provides a robust sector-wide platform for sharing knowledge but also enhances intra- and inter-organizational accountability for each other

6.1.4 Opportunities for reflection and adapting

We will hold a pause and reflect sessions, and conduct peer reviews among partners through annual peer review meetings to enhance synergy and quarterly M&E performance review of activities' progress meetings towards results. This will form the basis for the learning agenda. A learning agenda will involve a set of questions, planned activities, and products that will facilitate learning and decision-making at the Center, Units, and Divisions. Learning agenda will enable the Center to test and explore assumptions and hypotheses throughout implementation and stay open to the possibility that our assumptions and hypotheses are not accurate; fill knowledge gaps that remain during implementation start-up; make more informed decisions and support making our work more effective and efficient and be a useful process through which to collaborate with divisions and units to fill gaps in knowledge and generate new evidence that will then be used to adapt our work. The agenda will also guide performance management planning by setting knowledge and information priorities.

The learning agenda will include a set of questions addressing critical knowledge gaps as shown in table 6.

Table 6 Learning Questions

Learning Questions
Project implementation
What were challenges and lessons learnt during projects implementation (per focus area/signature issues) including research and research related capacity strengthening projects?
What are the best practices around projects implementation?
Policy engagements
What are the most effective policy engagement strategies?
What are the most effective visibility strategies?
How effective has the signature issues approach been in policy engagements?
What are the challenges of implementing the signature issues approach?

Learning Questions
Grants and partnerships management
What the Partnership management strategies that have worked at the Center?
What are some of the lessons learnt in having government liaison office as part of the partnership model?
Synergy
In what ways have we enhanced synergy at the Center?
What are some of the challenges experienced in ensuring synergy at the Center?
What are the lessons learnt in adapting to the current Strategic Plan?
Strategic Thrusts
In what ways have the Divisions/Themes ensured a system thinking approach in their projects and processes?
How can we ensure operational efficiencies in our systems and processes?

Table 7 **Research and Learning Agenda**

Activity	Responsible person	Expected outcome	Timing	Resources
Learning, Adapting, and opportunities for reflection				
Organize the Center-wide annual learning event for staff	Learning and knowledge management team	To showcase learning products	Annually	Facilitation of internet and transport Conference facilities
In-person learning events among staff- Brown bags, journal clubs.	Individual staff	To showcase learning products	Routinely	Staff time
Hold pause and reflect sessions – staff retreat, reflection sessions	Theme Leads/ HR	Documented lessons learned, best practices, gaps, and recommendations for improving	Annually	Staff time and graphic design/ Facilitation for transport

Activity	Responsible person	Expected outcome	Timing	Resources
Conduct feedback sessions from the Center partners through annual peer review meetings	Theme Leads	Ensures trust and integrity of scholarly communication. Foster collaboration between experts to improve research and propel research forward.	Annually	Staff time, transport facilitation and meeting costs
Quarterly and Annual M&E review of strategic objectives indicators progress meetings towards results	M&E teams	Improved use of data and information for decision making	Quarterly and Annual	Meeting cost & staff time
Wall of fame/ Learning Champions	Synergy team	Improved cross-unit collaboration among staff	Quarterly	Staff time Facilitation of team Lunch and wall portraits for the best teams
Learning opportunities from cross-unit collaboration and synergy	Unit teams	Improved cross-unit collaboration among staff	Routinely	Staff time Facilitation of internet and transport
Learning survey and desk reviews	M&E Team		Annual	
Learning products				
Enabling conditions (organizational culture)				
Maintain the open door policy	SMT	Encourage openness and transparency among staff members	Routinely	Meeting cost & staff time
Workload and distribution of work.	HR/SMT	Enhance high performance and productivity without compromise	Routinely	Meeting cost & staff time
Staff mentorship	HR/SMT	Tap into the existing knowledge, skills, and experience of senior or high performing employees Foster skills transfer to newer or less experienced employees in order to advance their careers.	Routinely	Meeting cost & staff time

7 Operationalization of The MEL Plan

7.1 Operationalization of M&E Function

To realize the benefits of the Monitoring and Evaluation activities, it will be important to have an integrated information system to ensure coordinated and unified data collection, management, and presentation. For this reason, the center will use DHIS2, open-source M&E software to capture project progress, data collection, share trends, and create pivot tables, data management, and generation of project reports for information used by the different users.

7.2 MEL integrated, and data visualization System

An integrated information system will be put in place to ensure a coordinated and unified way of information gathering, data mining, management, sharing, and presentation. It shall link and bring together data from different data sources

to facilitate analysis, reporting, and information use for informed decision-making on the strategic objectives of the Center. This will allow for tracking of the progress of the Center in implementing activities towards the achievement of the set goals in the strategic plan.

8 Data Management

Data management will include data collection, collation, cleaning and validation, and storage that ensure high quality of data.

8.1 Data Collection Method

Data collection will be based on the indicators, knowledge products, and other learning as highlighted in the Data Collection Method table and M&E

implementation plan Annex 1 - data source, timeline/ frequency of data collection, and responsible Division/ unit columns will guide the data collection process. While each Division/ Unit is responsible for collecting data for specific indicators responding to respective strategic objectives relevant to the Division/ Unit, operations will be responsible for receiving and capturing data onto the available databases. The following tools will be used for data collection methods.

Table 9 **Data Collection Method**

Method and Tools	Description	Indicator	Person Responsible
Formative Evaluation	Assessment to establish baseline and context	Outcome indicators linked to strategic objectives	M&E team
Summative Evaluation	Assessment questions to evaluate the efficiency, effectiveness, relevance, impact and sustainability of projects, programs,d results	Outcome indicators linked to strategic objectives	M&E team
Data Quality Assessment (DQA) Tracker	Tracking sheet with all indicators requiring DQA and associated timing	Project and strategic plan indicators requiring DQA	M&E team
Excel Project update sheets	Track grant award status, grant period, grant amount, partnerships, and thematic and sub thematic areas	Number of grants implemented Lifetime value of grants Type of partnership (prime and sub-award	Project teams, Development unit
Go-No Go Summary Tool	Summarization tool tracking the proposal status i.e. submitted, gone through the go-no-go synopsis, approved and rejected	Number of proposals submitted for go-no-go Number of proposals approved for go	Development unit
Proposal Tracker	Tracking proposal success rate analysis	Proposal success rate in numbers Dollar success rate	Development unit
REDCap publication Form	Track research outputs by Division/ unit, name of the author, research type (book, policy brief, supplement, journal ,etc), year of publication among others	Number of research outputs disaggregated by type	M&E team
Human Resource Tool	Track staff turnover rate; regular employees;	staff net turnover rate	HR

Method and Tools	Description	Indicator	Person Responsible
Engagement Data Tool	Track engagement events attended by APHRC to develop policies; Policy briefs, fact sheets, and other material disseminated to policymakers; Capacity strengthening events on policy and policy engagements	Number of engagements disaggregated by type; Number of policy-related publications disseminated during engagement; Number of capacity strengthening activities on policy	PEC
Research Capacity Strengthening Reporting Tool	Tracking partnerships formed in the reporting year with university and research institutions; Fellows enrolled in various programs; Internships enrolled and completed; Capacity strengthening events held for fellows and faculties; List of publications with DOI or hyperlink; Grants by fellow	Number of partnerships; Number of fellows enrolled; Number of capacity strengthening activities; Number of research outputs by fellows; Number of grants won by fellows	RRCS
Pre- and Post-Training Assessment Tool	Interview participants who have undertaken similar training before and reflect on the activity once completed	Number of participants in training; Number with increased knowledge after training	Facilitators
Blogs and social media tracker	Track blogs and social media activity of the Center'ssocial media campaigns	Number of blogs published	PEC

8.2 Data collation and Transmission

This will involve aggregation of the data collected from selected sources and presenting them in a manageable format mostly involving summarizing and tabulation in readiness for analysis. Paper-based data from training will be summarized and disaggregated by gender, age, and training type. Data will be transmitted to the next level for reporting and capture to the online platform. Data will be collated after the quarterly and annual reports are submitted.

8.3 Data cleaning and validation

This will involve checking the reported data for empty records, missing variables, duplicates, inconsistencies, completeness, and the elimination of erroneous values. The collection of high-quality data starts at the source of information. Thus, validation checks will be enforced at the point of data entry such as defining data types, mandatory fields, and checking valid data formats among others. Persons responsible for data collection are responsible for its quality. The M&E officer shall be responsible for the final data cleaning and validation.

8.4 Data Quality Assessment

The Center will conduct DQAs annually to determine whether the data collected meet the required qualifications such as validity, integrity, precision, reliability, and timeliness. As such, it will ensure decision-makers are aware of the data's strengths and weaknesses, and whether data can be used to make management decisions. The objectives of DQAs will be:

◆ To institutionalize a system for assessing the quality of data, including routine monitoring of data, discrete data quality reviews (conducted annually), and periodic in-depth assessments;

◆ To identify weaknesses in the data management system and interventions for the system strengthening and

◆ To monitor the performance of data quality over time and the capacity to produce good quality data.

The M&E team will develop a DQA toolkit containing: a DQA list of indicators; a sampling procedure; and an automated DQA capture tool that will generate DQA results upon completion.

8.5 Data Analysis and Use

The M&E Officer will be responsible for data analysis and information sharing with the management team and any other information users. Quantitative data collected, will be presented in summary tables, charts, and maps to show the progress and trends of the indicator performance on the four strategic objectives. The DHIS2 M&E platform will be used for the visualization of the performance of the indicators. For qualitative data, thematic areas shall be identified and analyzed into word clouds and/or analyzed quantitatively to determine distributions on the various thematic areas identified. For impact and outcomes indicators, a much more in-depth analysis will be conducted during outcome harvesting and impact evaluation, after the implementation of the strategic plan.

8.6 Progress Review Reporting

The performance of the indicators will be monitored quarterly and annually depending on the frequency of reporting as in the implementation plan in Annex 1. The quarterly report will be presented during the SMT quarterly meetings for review by the team while the annual report will highlight the annual performance of the center against the set targets as well as document the lessons learned and recommendations.

8.7 Dissemination plan

A strategy to share information from the M&E system which will comprise indicator progress, best practices, and lessons learned to both internal and external stakeholders. This will ensure accountability and learning for improvement internally and to the external partners for example our donors. The outputs to be disseminated will include indicators progress reports shared as newsletters, report briefs DHIS2 dashboard.

8.8 Data Storage

This will involve organizing and archiving the M&E data which include reports and other means of verifications provided during quarterly and annual reports will be stored in the EDMS, the center's repository, to ensure institutional memory.

8.9 Data Security

The security of the data will be guaranteed by putting in place security measures such as restricted access to the different platforms in the MEL system. The confidentiality and integrity of the data shall be protected from the primary source of data collection throughout the data management and processing up to the storage, archiving, and retrieval process.

9   M&E Implementation Plan

The implementation plan involves making arrangements on how the M&E framework will be put into operation or used to monitor progress towards achieving strategic objectives and assess the effects of interventions. It is required to answer the question "how can the Center reach its destination?". It explains the strategies for each strategic objective and goal in detail as well as details the activities and projects required for the realization of the strategies. In addition, this is the phase when action plans are prepared to identify whom, how, and when the strategies created to achieve strategic objectives and goals will be implemented within the Center, and the action plans created are communicated and implemented within the Center. The roles, responsibilities, and powers of divisions/ units in charge of implementing the strategy are clearly defined at this phase. Prioritization of outcomes and goals is also done at this level after which, responsible units are assigned the activities and projects required to achieve these goals is explained at this level.

Synergy will be enhanced through a shift from a perfect alignment of strategic objectives to each of the Divisions to a situation where the achievement of one specific objective is dependent and linked to the other objectives and is contributed to by all the programs. The implementation plan is presented in Annex 1.

10   MEL Work Plan 2022-2026

The institutional M&E cost work plan in Annex 2 details the specific activities that shall be conducted over the next 5 years. The plan also gives an estimated cost of conducting monitoring of the indicators. Important to note, that the costing is estimated that may change over the years due to fluctuations, matters arising and/ or other external factors. However, as rule of thumb 5% to 10% of a project budget should be allocated to M&E. Much more detailed annual work plans shall be developed each year stating activities for each quarter.

Annex 1: MEL Implementation Plan Matrix

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

Indicators	Unit of Measure	Center Baseline (2021)	Targets					Timelines for implementation					Disaggregate by:	Frequency of data collection	Responsible Divisions (Divisions that will provide the indicator data)	Persons Responsible (Persons who will provide the indicator data)	Analysis (who will analyze the data)	Data source	Data use (how will the data be used)
			2022	2023	2024	2025	2026	2022	2023	2024	2025	2026							
Outcome indicators																			
1.1.a. Number of Innovations developed from research on health and development in Africa	Quantitative/ Qualitative (Number)	# of Innovations from previous SP			8		16			x		x	Focus areas/ signature issues/Type	Mid-term evaluation, end-term evaluation	Research RRCS	Sub-theme leads/ program managers	M&E officer/ External evaluator	Strategic Plan Evaluation Report Annual Division Reports	Planning/ learning
1.1.b. Proportion of research products developed aligned to local and regional agendas (Sub-national and national agenda	Quantitative (%)	0%			90%		90%			x		x	Type/ national agendas/ regional/ Africa agenda	Mid-term evaluation, end-term evaluation	Research RRCS	Sub-theme leads/ program managers	M&E officer/ External evaluator	Strategic Plan Evaluation Report	Planning / learning

Indicators	Unit of Measure	Center Baseline (2021)	Targets					Timelines for implementation					Disaggregate by:	Frequency of data collection	Responsible Divisions (Divisions that will provide the indicator data)	Persons Responsible (Persons who will provide the indicator data)	Analysis (who will analyze the data)	Data source	Data use (how will the data be used)
			2022	2023	2024	2025	2026	2022	2023	2024	2025	2026							
1.1.c. Proportion of research products developed aligned to International agenda	Quantitative (%)				50%		50%			x		x	Type	Mid-term evaluation, end-term evaluation	Research RRCS	Sub-theme leads/ program managers	M&E officer/ External evaluator	Strategic Plan Evaluation Report	Planning / learning
Outputs and activities indicators																			
1.1.1. Number of research products published on health and development	Number	157	173	188	204	220	236	x	x	x	x	x	Type of publication, by theme/ sub-theme/ division/ Addressing Diversity Equity and Inclusion (DEI)	Quarterly	Research RRCS PEC	Authors of the various publications	M&E officer	REDCap/ Theme/ Division reports	Accountability
1.1.1.1. Proportion of projects that used the signature	%	0%	10%	10%	10%	10%	10%	x	x	x	x	x	Signature issues/ focus areas, theme/	Annually	Research RRCS PEC	Business Development office	M&E officer	Monitoring tool, Project close-out checklist	Accountability/ Planning

Indicators	Unit of Measure	Center Baseline (2021)	Targets					Timelines for implementation					Disaggregate by:	Frequency of data collection	Responsible Divisions (Divisions that will provide the indicator data)	Persons Responsible (Persons who will provide the indicator data)	Analysis (who will analyze the data)	Data source	Data use (how will the data be used)
issues approach													sub-theme/ division					Strategic Plan evaluation Report	
1.1.1.2 Proportion of projects that tackled signature issues	%	68%	50%	50%	50%	50%	50%	x	x	x	x	x	Signature issues/ focus areas, theme/ sub-theme/ division	Quarterly	Research RRCS PEC	Business Development office	M&E officer	M&E Platform/ M&E Reports	Accountability/ Planning
1.1.1.3 Proportion of projects that tackled the focus areas	%	0%	90%	90%	90%	90%	90%	x	x	x	x	x	Focus areas, theme/ sub-theme/ division	Quarterly	Research RRCS PEC	Business Development officer	M&E officer	M&E Platform/ M&E Reports	Accountability/ Planning
1.1.1.4. Number of African countries where APHRC projects implemented their activities	Number	34	36	37	38	39	40	x	x	x	x	x	Focus areas, theme/ sub-theme/ division	Quarterly	Research RRCS PEC	Business Development officer	M&E officer	M&E Platform / M&E Reports	Accountability/ Planning

Indicators	Unit of Measure	Center Baseline (2021)	Targets					Timelines for implementation					Disaggre-gate by:	Frequency of data collection	Respon-sible Divisions (Divisions that will provide the indicator data)	Persons Responsible (Persons who will provide the indicator data)	Analysis (who will analyze the data)	Data source	Data use (how will the data be used)
1.1.2. Proportion of research products published on Diversity, Equity and Inclusion (DEI)	%	-	20%	20%	20%	20%	20%	x	x	x	x	x	Type of publication, theme/ sub-theme/ division	Quarterly	Research RRCS PEC	Authors of the various publications	M&E officer	Theme/ Division reports	Account-ability/ Planning
1.1.2.1. Proportion of projects implemented promoting Diversity, Equity and Inclusion (DEI)	%	-	10%	10%	10%	10%	10%	x	x	x	x	x	theme/ sub-theme/ division	Quarterly	Research RRCS PEC	Business Develop-ment officer	M&E officer	ERP	Account-ability/ Planning
1.1.3. Proportion of research products published based on/ using the systems thinking approach	%	-	20%	20%	20%	20%	20%	x	x	x	x	x	Type of publication, theme/ sub-theme/ division	Quarterly	Research RRCS PEC	Authors of the various publications	M&E officer	Theme/ Division reports	Account-ability/ Planning

Indicators	Unit of Measure	Center Baseline (2021)	Targets					Timelines for implementation					Disaggregate by:	Frequency of data collection	Responsible Divisions (Divisions that will provide the indicator data)	Persons Responsible (Persons who will provide the indicator data)	Analysis (who will analyze the data)	Data source	Data use (how will the data be used)
1.1.3.1. Proportion of projects that have main-streamed systems thinking approach to implemen-tation research into their design and delivery	%	-	20%	20%	20%	20%	20%	x	x	x	x	x	theme/ sub-theme/ division	Quarterly	Research RRCS PEC	Sub-theme leads	M&E officer	Sub-theme reports/ ERP	Planning
1.1.4. Number of research products that have used big data science tools and big data analytics	Number	-								x	x	x	-	Quarterly	DSE	Theme lead	Theme lead	Theme reports	Leaning/ Planning
1.1.4.1. Number of existing data repositories utilized to inform the R&D ecosystems in Africa	Number	-						x	x				-	Quarterly	DSE	Theme lead	Theme lead	Theme report	Learning/ Planning

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

Indicators	Unit of Measure	Center Baseline (2021)	Targets (narrative)					Timelines for implementation					Disaggregate by:	Frequency of data collection	Divisions Responsible for implementation	Persons Responsible (Persons who will provide the indicator data)	Analysis (who will analyze the data)	Data source	Data use (how will the data be used)
			2022	2023	2024	2025	2026	2022	2023	2024	2025	2026							
Outcome 2.1 indicators																			
2.1.a. Number of research outputs published by researchers trained through capacity strengthening programs	Number	2,500	150	150	150	150	150	x	x	x	x	x	Type of research outputs, by capacity strengthening program	Mid-term, end-term	RRCS	Program managers	M&E officer/ external evaluator	Strategic Plan Evaluation report/ RRCS report	Learning
2.1.b. Proportion of co-authored research outputs published by trainees and fellows	%	20* (*number)	25	25	30	30	35	x	x	x	x	x	Type of research outputs, by capacity strengthening program	Annual	RRCS	Program managers	M&E officer/ external evaluator	Strategic Plan Evaluation report/ RRCS report	Learning
2.1.c. Amount of grants raised ($) by the researchers trained through the research and related capacity strengthening programs	Number	$23,184,934	$2M	$2M	$2M	$2M	$2M	x	x	x	x	x	Type of research outputs, by capacity strengthening program	Annual	RRCS	Program managers	M&E officer/ external evaluator	Evaluation report/ RRCS report	Learning

Indicator	Type	Baseline											Disaggregation	Frequency	Source	Responsible	Reporting	Means of verification	Use
2.1.d Proportion of grant proposals funded for individuals trained through RRCS programs	Number	-	60%	60%	60%	60%	60%	x	x	x	x	x	Type of research outputs, by capacity strengthening program	Annual	RRCS	Program managers	M&E officer/ external evaluator	Evaluation report/ RRCS report	Learning
2.1.e Career progression of the researchers who have been capacity built through the capacity strengthening programs.	Number/ Quali-tative	-						x	x	x	x	x	Capacity strengthening program	Mid-term, end-term	RRCS	Program managers	M&E officer/ external evaluator	Evaluation report/ RRCS report	Learning
Outputs and activities indicators																			
2.1.1.a Number of fellows who have completed their fellowships	Number	Postdocs 18 reentry 37 Visiting scholars: 8 Masters: 12 Internships	10 10 5 5 12	10 10 5 5 12	10 10 5 5 12	10 10 5 5 12	10 10 5 5 12	x	x	x	x	x	Type of fellowship and program, sex, country	Annually	RRCS	Program managers	M&E officer	RRCS report	Planning/ learning
2.1.1.b. Number of interns who have completed their internship	Number	7	12	12	12	12	12	x	x	x	x	x	Level of education, gender, country of origin. RRCS led vs HR led, program	Annually	RRCS HR	Program managers/ HR officer	M&E officer	RRCS report/ HR Report	Planning/ learning

2.1.1.1.a. Number of fellows enrolled in various fellowship programs	Number	0	20	20	20	20	20	x	x	x	x	x	Status new, ongoing, type of fellowship and program, sex, country	Quarterly	RRCS	Program managers	M&E officer	RRCS report	Planning
2.1.1.1.b. Number of fellowship programs implemented.	Number	3	5	5	5	5	5	x	x	x	x	x	Type of program	Quarterly	RRCS	Program managers	M&E officer	RRCS report	Planning
2.1.1.1.c Number of internship programs implemented	Number	3	5	5	5	5	5	x	x	x	x	x	RRCS led vs HR led.	Quarterly	RRCS HR	Program managers/ HR officer	M&E officer	RRCS report/ HR Report	Planning
2.1.1.1.d Number of interns enrolled to gain knowledge and experience.	Number	0	12	12	12	12	12	x	x	x	x	x	Level of education, sex, country of origin. RRCS led vs HR led.	Annually	RRCS HR	Program managers/ HR officer	M&E officer	RRCS report/ HR Report	Planning/ learning
2.1.2. Number of mentees who have completed their mentorship programs	Number	10	5	5	5	5	5	x	x	x	x	x	Level of education, sex, country of origin, APHRC staff vs external participants	Annually	RRCS	Program managers	M&E officer	RRCS report	Planning/ learning
2.1.2.1. Number of mentorship programs implemented	Number	1	2	2	2	2	2	x	x	x	x	x	Level of education, sex, country of origin,	Quarterly	RRCS	Program managers	M&E officer	RRCS report	Planning/ learning

Indicator	Type	Baseline	Y1	Y2	Y3	Y4	Y5						Disaggregation	Frequency	Source	Responsible (collection)	Responsible (analysis)	Means of verification	Use
													APHRC staff vs external participants						
2.1.2.2. Number of mentees enrolled in the mentorship programs	Number	17	10	10	10	10	10	x	x	x	x	x	Level of education, sex, country of origin, APHRC staff vs external participants	Annually	RRCS	Program managers	M&E officer	RRCS report	Planning/ learning
2.1.3. Number of APHRC staff and external participants trained on research and other related programs organized by training program	Number	0	100	100	100	100	100	x	x	x	x	X	Program, APHRC staff vs external participants, gender	Quarterly	RRCS	Training programs manager	M&E officer	Trainings reports	Planning
2.1.3.1. Virtual Academy platform established and functioning	Qualitative	0	1	-	-	-	-	x					-	Annually	RRCS	Virtual Academy lead	Virtual Academy lead	Virtual Academy reports	Planning
2.1.3.2. Number of scheduled, ongoing and completed courses offered	Number	0	5	10	10	10	10	x	x	x	x	X	Program, APHRC staff vs external participants, gender	Quarterly	RRCS	Training programs manager	M&E officer	Trainings reports	Planning
2.1.3.3. Number of curricula developed	Number	0	4	6	6	6	6	x						Once	RRCS	Training programs manager	Training programs manager	Trainings reports	Planning

Outcome 2.2 Indicators

2.2. a. Changes in institutional systems and processes in partner institutions.	Qualitative	0	3	3	3	3	3	x		x		x	By country and institution	Mid-term, end-term	RRCS	Strategic Plan evaluation	M&E officer/ external evaluator	Strategic Plan evaluation report	Learning
2.2.b. Sustainable capacity for implementation research, research translation and evidence use	Qualitative	0	2	3	3	2	1	x		x		x	By country, jurisdiction	Mid-term, end-term	RRCS	Strategic Plan evaluation	M&E officer/ external evaluator	Strategic Plan evaluation report	Learning
2.2.c Collaboration and networks established	Qualitative	0	1	1	1	1	1	x		x		x	-	Mid-term, end-term	RRCS	Strategic Plan evaluation	M&E officer/ external evaluator	Strategic Plan evaluation report	Learning
Output and activities indicators																			
2.2.1.a Number of co-designed research agenda at the research and training hubs	Number	0	3	5	5	5	5	x	x	x	x	x	County, type of institution (research, academic)	Annually	RRCS	Program manager	M&E Officer	RRCS Report	Learning and scale up
2.2.1.b Number of publications on local agenda by the research and training hubs	Number	0	0	6	8	8	1	x	x	x	x	x	County, type of institution (research, academic)	Quarterly	RRCS	Program manager	M&E Officer	RRCS Report	Learning and scale up

2.2.1.c Number of capacity strengthening activities within the research and training hubs	Number	0	2	4	5	5	5	5	x	x	x	x	County, type of institution (research, academic)	Quarterly	RRCS	Program manager	M&E Officer	RRCS Report	Learning and scale up
2.2.1.1 Number of research trainees attached to the research training hubs	Number	0	10	20	20	20	20	x	x	x	x	x	Gender	Quarterly	RRCS	Program manager	M&E Officer	RRCS Report	Learning and scale up
2.2.1.2. Number of partner institutions facilitated to establish hubs	Number	0	1	1	1	1	1	x	x	x	x	x	Type	Quarterly	RRCS	Program manager	M&E Officer	RRCS Report	Learning and scale up
2.2.2. Number of partner institutions facilitated to institutionalize existing APHRC related capacity strengthening interventions	Number	6	3	3	4	4	4	x	x	x	x	x	Country, type of institution (research, academic) and intervention	Annually	RRCS	Program manager	M&E Officer	RRCS Report	Learning and scale up
2.2.2.1. Number of partner institutions supported to institutionalize existing APHRC-related capacity strengthening interventions by type	Number	6	4	4	4	4	4	x	x	x	x	x	Country, type of institution (research, academic)	Annually	RRCS	Program manager	M&E Officer	RRCS Report	Learning and scale up

Indicator	Unit												Disaggregation	Frequency	Source				
2.2.3 Number of linkages established between institutions and policy actors	Number	0	1	2	2	2	1	x	x	x	x	x	Type of policy actors and institutions	Quarterly	RRCS	Program manager	M&E Officer	RRCS Report	Learning and scale up
2.2.3.1.a. Number of institutions Identified for capacity building on skills needed to develop Africa's R&D infrastructure	Number	0	5	10	10	10	10	x	x	x	x	x	County, type of institution (research, academic)	Quarterly	RRCS	Program manager	M&E Officer	RRCS Report	Learning and scale up
2.2.3.1.b. Number of institutions capacity built or facilitated for capacity building on skills needed to develop Africa's R&D infrastructure	Number	0	3	4	5	5	5	x	x	x	x	x	County, type of institution (research, academic)	Quarterly	RRCS	Program manager	M&E Officer	RRCS Report	Learning and scale up
2.2.3.2 Proportion of programs designed that strengthen the R&D ecosystem in Africa	Programs designed	0	4	4	4	4	4	x	x	x	x	x	County, type of institution (research, academic)	Quarterly	RRCS	Program manager	M&E Officer	RRCS Report	Learning and scale up
	Programs implemen-ted	0	2	2	2	2	2												
2.2.4. Number of partners institutions	Number	0	2	3	4	5	3	x	x	x	x	x	Country, framework	Annually	RRCS	Director of programs 2	Director of prog-rams 2	RRCS Report	Learning and scale up

that adopt and implement frameworks																		
2.2.4.1. Number of frameworks developed for linking academic institutions with policy actors in their jurisdiction	Number	0	1	1	1	1	1	x	x	x	x	x	Country, jurisdiction	Annually	RRCS	Director of programs 2	Director of programs 2	RRCS Report	Learning and scale up
2.2.4.2 Number of institutions linked with policy actors	Number	0	1	2	3	4	5	x	x	x	x	x	Country	Annually	RRCS	Director of programs 2	Director of programs 2	RRCS Report	Learning and scale up
2.2.5. Presence of a blueprint document developed for Africa's self-sufficiency in R&D that takes cognizance of the multiple systems at play in the current global environment.	Qualitative	0	0	1	0	0	0	x	x	x	x	x	Country	Annually	RRCS	Director of programs 2	Director of programs 2	RRCS Report	Learning and scale up
2.2.5.1 Number of stakeholder engagements held to advocate for adoption of the developed R&D blueprint	Number	0	2	5	5	5	2	x	x	x	x	x	Country	Annually	RRCS	Director of programs 2	Director of programs 2	RRCS Report	Learning and scale up

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

Indicators	Unit of Measure	Center Baseline (2021)	Targets					Timelines for implementation					Disaggregate by:	Frequency of data collection	Divisions Responsible for implementation	Persons Responsible (Persons who will provide the indicator data)	Analysis (who will analyze the data)	Data source	Data use (how will the data be used)
			2022	2023	2024	2025	2026	2022	2023	2024	2025	2026							
Outcome indicators																			
3.1.a. Number of policy actions/policy decisions informed by research and policy engagement efforts on APHRC's focus areas/ signature issues.	Number/ Qualitative									x		x	Signature issues/ focus areas	Mid-term, end-term	Research RRCS PEC	Sub-theme leads/ program managers	M&E officer/ External evaluator	Divisions Annual reports Strategic Plan Evaluation Report	Planning/ learning
3.1.b. Number of programs informed by research on APHRC's signature issues/ focus areas	Number/ Qualitative									x		x	Focus areas/ signature issues	Mid-term, end-term	Research RRCS PEC	Sub-theme leads/ program managers	M&E officer/ External evaluator	Divisions Annual reports Strategic Plan Evaluation Report	Planning/ learning
3.1.c. Proportion of innovations adopted from research on health and development in Africa	Number/ Qualitative									x		x	Focus areas/ signature issues	Mid-term, end-term	Research RRCS PEC	Sub-theme leads/ program managers	M&E officer/ External evaluator	Divisions Annual reports Strategic Plan Evaluation Report	Planning/ learning
3.1.d. Sustainability of evidence-informed decision-making around APHRC's focus areas/ signature issues	Number/ Qualitative									x		x	-	Mid-term, end-term	Research RRCS PEC	Sub-theme leads/ program managers	M&E officer/ External evaluator	Strategic Plan Evaluation Report	Planning/ learning

Outputs and activities indicators														
3.1.1. The overarching policy engagement strategy operationalized guided by the signature issue approach and an overarching communications strategy.	Qualitative	0	1			x	x		-	quarterly	PEC	Program manager	Program manager	PEC divisional report	Planning
3.1.1.1. Number of analysis reports developed on the policy architecture to identify entry points for engagement for each signature issues/ focus areas	Number	0	1			x	x		-	Annual	PEC	Program manager	Program manager	PEC annual divisional report	Planning
3.1.1.2. Number of reports on policy objectives for the signature issues/ focus areas identified	Number	0	1			x	x		-	Annual	PEC	Program manager	Program manager	PEC annual divisional report	Planning
3.1.1.3. Number of policy objectives implementation plan developed for each of the signature issues/ focus areas	Number	0	1			x	x		-	Annual	PEC	Program manager	Program manager	PEC annual divisional report	Planning
3.1.2. Proportion of projects and assignments jointly implemented with policy actors on the Focus areas/ signature	%					x	x	x	x	x	Theme/ sub-theme/ division/ projects/ campaigns/ tasks	Quarterly	Research RRCS PEC	Sub-theme leads/ project managers	M&E Officer	Theme reports/ Division reports	Account-ability

issues, to strengthen the R&D ecosystem in Africa																	
3.1.2.1. Number of reports developed on the mapping of research priorities areas for governments and civil societies	Number	-		1			x	x				Theme/ sub-theme/ division By type (project, assign-ments, campaign)	Quarterly	PEC	Sub-theme leads	Sub-theme leads	PEC Division reports	Planning
3.1.2.2. Proportion of policy engagement on signature issues using the signature issue approach (SIA)	%						x	x	x	x	x	Theme/ sub-theme/ division	Quarterly	Research RRCS PEC	Sub-theme leads	Sub-theme leads	Theme reports/ Division reports	Planning/ learning
3.1.2.3. Number of policy engagements in the focus areas	Number						x	x	x	x	x	Theme/ sub-theme/ division	Quarterly	Research RRCS PEC	Sub-theme leads	Sub-theme leads	Theme reports/ Division reports	Planning/ learning
3.1.2.4. Number of engagements on promoting Diversity, Equity and Inclusion (DEI) held	Number						x	x	x	x	x	Theme/ sub-theme/ division	Quarterly	Research RRCS PEC	Sub-theme leads	Sub-theme leads	Theme reports/ Division reports	Planning/ learning
3.1.3. Number of partnerships developed for advocacy around signature issues/ focus areas/focus areas	Number						x	x	x	x	x	Country, Focus areas/ signature issues	Annual	Inter-national programs Research RRCS PEC	Head of Inter-national programs Sub-theme leads	Sub-theme leads/ Head of Inter-national programs	International programs report Theme reports/ Division reports	Planning/ learning

Indicator	Type												Disaggregation	Frequency		Responsible	Responsible	Report	Use
3.1.3.2. Number of capacity-building activities for APHRC staff on sustained engagement with decision makers on the APHRC's signature issues/ focus areas	Number							x	x	x	x	x	-	Quarterly	PEC	Program manager	Program manager	PEC report	Planning/ learning
3.1.4. Number of policy partners capacity strengthened on policy engagement for a strengthened R&D ecosystem in Africa	Number							x	x	x	x	x	Country	Annually	PEC	Program manager	Program manager	PEC report	Planning/ learning
3.1.4.1. Number of advocacy and policy engagement specific projects conducted	Number							x	x	x	x	x	-	Quarterly	PEC	Program manager	Development officer	ERP/ PEC report	Planning
3.1.5. Number of forums to share lessons with staff on how the Center's models and tools perform in achieving EIDM	Number							x	x	x	x	x	Type of forum	Annually	PEC	Head of PEC	Head of PEC	PEC report	Planning/ learning
3.1.5.1. Number of periodic reviews conducted on how the Center's models and tools perform in achieving EIDM	Number							x	x	x	x	x	-	Annually	PEC	Head of PEC	Head of PEC	PEC report	Planning/ learning
Outcome indicators																			
3.2.a. Level of participation of APHRC in national, regional	Number/ Qualitative								x		x		Focus areas/	Mid-term, end-term	Research RRCS	Sub-theme leads/	M&E officer/	Divisional annual reports	Planning/ learning/ scale up

Indicator	Type										x	x	Data source	Frequency	Responsible			Report	Use
and global technical working groups around the signature issues/ focus areas/focus areas										x	x	signature issues		PEC	program managers	External evaluator	Strategic Plan Evaluation Report	
3.2.b. Alliances were created with governments, critical national and pan-African civil society networks, regional, parliamentary and economic bodies across sub-Saharan Africa	Number/ Qualitative									x	x	Focus areas/ signature issues	Mid-term, end-term	Research RRCS PEC	Sub-theme leads/ program managers	M&E officer/ External evaluator	Divisional annual reports Strategic Plan Evaluation Report	Planning/ learning/ scale up
3.2.c. Number of references (citations, quotations and mentions) of APHRC research on the signature issues/ focus areas/focus areas	Number/ Qualitative									x	x	Focus areas/ signature issues	Mid-term, end-term	Research RRCS PEC	Sub-theme leads/ program managers	M&E officer/ External evaluator	Strategic Plan Evaluation Report/ PEC reports	Planning/ learning/ scale up
Outputs and activities indicators																		
3.2.1.a. Social media analytics- (reach, mentions, comments, likes, views)	Number						x	x	x	x	x	Social media platform, analytics	Annual	PEC	Communi-cations manager	Program manager	PEC reports	Account-ability/ learning
3.2.1.b. Number of follow-up conversations or projects emanating from the social media and APHRC visibility							x	x	x	x	x	Social media platform, analytics	Annual	PEC	Communi-cations manager	Program manager	PEC reports	Account-ability/ learning

Indicator	Type												Disaggregation	Frequency	Responsible	Data collection		Source	Purpose
3.2.1.1. Number of broadcast media interviews conducted	Number							x	x	x	x	x	Type of media (print, radio etc), focus area/ signature issues/ focus areas	Quarterly	PEC	Communications manager	Program manager	PEC reports	Accountability/ learning
3.2.1.2. Number of government functions/ activities sponsored around APHRC signature issues/ focus areas/focus areas for visibility	Number							x	x	x	x	x	focus area/ signature issues/ focus areas	Quarterly	PEC	Communications manager	Program manager	PEC reports	Accountability/ learning
3.2.1.3. Number of social media campaigns conducted	Number							x	x	x	x	x	focus area/ signature issues/ focus areas	Quarterly	PEC	Communications manager	Program manager	PEC reports	Accountability/ learning
3.2.2. Number of policy engagements activities for funding and partnerships conducted by policy engagement staff and government liaison officers	Number							x	x	x	x	x	Type of staff (PE officer, liaison officer)	Quarterly	PEC	PE officer, Liaison officer	PE officer, liaison officer	PEC reports	Accountability/ learning
3.2.2.1. Number of recruitment model documents developed for a targeted recruitment of individuals with expertise in research, policy engagement and	Number	0	1					x					-	Quarterly	PEC	PEC	PEC	PEC reports	Planning

advocacy, with diverse experiences in both the public and private sectors.																			
3.2.2.2 Number of full-time staff for policy engagement and outreach aligned to signature issues/ focus areas staff employed	Number							x	x				Type of staff (PE officer, liaison officer)	Quarterly	HR	HR Manager	HR Manager	HR report	Planning
3.2.2.3. Number of government liaison officers in Kenya and Senegal dedicated to policy engagement.	Number							x	x	x	x	x	Type of staff (PE officer, liaison officer)	Annual	HR	HR Manager	HR Manager	HR report	Planning
3.2.3. Number of strategic initiatives implemented on signature issues/ focus areas, outside project funding.	Number							x	x	x	x	x	focus area/ signature issues/ focus areas	Quarterly	PEC	Communi-cations manager	Program manager	PEC reports	Planning
3.2.3.1. Number of strategic initiatives designed on signature issues/ focus areas, implementable outside project funding	Number							x	x	x	x	x	focus area/ signature issues/ focus areas	Quarterly	PEC	Communi-cations manager	Program manager	PEC reports	Planning

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

Indicators	Unit of Measure	Center Baseline (2021)	Targets (narrative)					Timelines for implementation					Disaggregate by:	Frequency of data collection	Responsible Divisions (Divisions that will provide the indicator data)	Persons Responsible (Persons who will provide the indicator data)	Analysis (who will analyze the data)	Data source	Data use (how will the data be used)
			2022	2023	2024	2025	2026	2022	2023	2024	2025	2026							
Outcome 4.1. Indicators																			
4.1.a. Lead time in mobilizing human resources to meet the demand for new skills and staff for new initiatives and opportunities.	Number	6 - IRP 4- NRP	6 4	6 4	6 4	6 4	6 4	x	x	x	x	x	-	Annual Mid-term, end-term	Operations	HR Manager/ external evaluator	HR Manager/ external evaluator	HR Annual Reports Strategic Plan Evaluation report	Learning
4.1.b. Number of country Liaison offices established where there is demand for APHRC's expertise.	Number/ Quali-tative	0	-							x		x	-	Mid-term, end-term	Operations	Director of operations	Director of operations	Strategic Plan Evaluation report	Learning
4.1.c. Average Staff satisfaction and engagement score	Quanti-tative	70%	75%			80%		x			x		-	Every three years	HR	HR manager	HR manager	Staff satisfaction survey report	Learning/ Planning

Indicator	Type													Frequency					Use
4.1.d. Turnover rate of staff	Number	4	7%	7%	7%	7%	7%	x	x	x	x	x	-	Annually	HR	HR manager	HR manager	HR report	Learning/ Planning
4.1.e. Level of synergy in the Center's operations	Quali- tative										x	x	-	Mid-term, end-term	Mid-term evaluation, end-term evaluation	M&E officer/ external evaluator	M&E officer/ external evaluator	Strategic Plan Evalua- tion report	Learning/ Planning
4.1.f. Succession planning roadmap operationa- lized	Quanti- tative/ Quali- tative										x	x	-	Mid-term, end-term	HR	HR manager/ external evaluator	HR manager/ external evaluator	HR report Strategic Plan Evalua- tion report	Planning
4.1.g. Board constitution with relevant professional qualifications.	Quanti- tative/ Qualit- ative										x	x	-	Mid-term, end-term	ED office	ED office/ company secretary	ED office/ company secretary	Strategic Plan Evalua- tion report	Learning
4.1.h. Level of efficiency in the operation of board meetings	Quanti- tative/ Quali- tative										x	x	-	Mid-term, end-term	ED office	ED office/ company secretary	ED office/ company secretary	Strategic Plan Evalua- tion report	Learning
4.1.i. Level of efficiency in the board committees' function.	Quanti- tative/ Quali- tative										x	x	Board committees	Mid-term, end-term	ED office	ED office/ company secretary	ED office/ company secretary	Strategic Plan Evalua- tion report	Learning
4.1.j. Level of coordination of risk management and	Quanti- tative/ Quali- tative										x	x	-	Mid-term, end-term	ED office	ED office/ company secretary	ED office/ company secretary	Strategic Plan Evalua- tion report	Learning

compliance at board level																
Outputs and activities indicators																
4.1.1. Turn-around time of talent/ human resource acquisition	Quali-tative					x	x	x	x	x	-	Quarterly	HR	HR manager	HR manager	HR report	Account-ability
4.1.1.1. Number of reviews conducted on the talent acquisition procedures	Number	0	1	1	x		x			-	Bi-Annually	HR	HR manager	HR manager	HR report	Account-ability
4.1.1.2. Procedures instituted to forecast human resources requirements at the Center	Quali-tative						x	x	x	x	-	Annually	HR	HR manager	HR manager	HR report	Learning/ Planning
4.1.2.2. Number of sensitized meetings held for staff on the succession plan	Quanti-tative	0	1	1	1	1		x	x	x	-	Annually	HR	HR manager	HR manager	HR report	Planning

Indicator	Type	Baseline	Y1	Y2	Y3	Y4	Y5	x	x	x	x	x	Disaggregation	Frequency	Data Source	Data Collection	Reporting	MoV	Use
4.1.2.1. Number of succession plan developed	Number	0		1				x						Once	HR	HR manager	HR manager	HR report	Planning
4.1.3. Burn rates of projects	%		85%	85%	85%	85%	85%	x	x	x	x	x	By theme/ sub-theme/ Division, By status (ongoing, closed)	Annually	Finance	Finance Manager	Finance Manager	Finance Report	Account-ability/ Planning
4.1.3.1. Proportion of projects implemented in the reporting period in a timely manner	%		100 %	100	100	100	100	x	x	x	x	x	By theme/ sub-theme/ Division	Quarterly	Business Develop-ment	Business Develop-ment	M&E officer	M&E Reports	Account-ability/ Planning
4.1.4. Synergy and multidiscipli-nary approach Institutiona-lized	Quali-tative							x		x			-	Once	Operations Synergy	Head operation synergy	Head operation synergy	Opera-tions report Strategic Plan Evalua-tion	Learning/ Planning
4.1.4.1. Number of staff sensitization forums on the revised organizational structure/ organogram	Number	0	1					x					-	Once	HR	HR manager	HR manager	HR report	Planning/ Learning

Indicator	Type	Baseline						x				-	Freq.	Source	Responsible	Responsible	Report	Category
4.1.4.2. Office of research governance established	Number	0	1					x				-	Once	Programs-Research	Director of programs research	Director of programs research	Director of programs report	Learning/ Planning
4.1.4.3. Work re-organized into broader themes aimed at promoting synergy within thematic areas and concentrating expertise within fewer units	Qualitative	0						x				-	Once	Programs-Research	Director of programs research	Director of programs research	Director of programs report	Learning/ Planning
4.1.4.4. Support program functions housed a synergy function outside the main program areas.	Qualitative	0						x				-	Once	Programs Synergy, Operations synergy	Director research, Director operations	Director research, Director operations	Director of programs report	Learning/ Planning
4.1.4.5. Synergy and collaboration included in the reward system for senior management.	Qualitative	0						x				-	Once	HR	HR manager	HR manager	HR report	Account-ability

4.1.5.a. Board work plan developed by the company secretary	Number	0	1					x				-	Once	ED office	ED office	ED office	Reports to the board	Account-ability
4.1.5.b. Report developed on the assessment of board skills requirements	Number	-	1					x					Once	ED office	ED office	ED office	Reports to the board	Account-ability
4.1.5.c. Governance documents reviewed	Number												Once	ED office	ED office	ED office	Reports to the board	Account-ability
4.1.5.1. Professional company secretaries recruited in 2022	Number							x				-	Once	ED office	ED office	ED office	Reports to the board	Account-ability
4.1.6.a. Number of audit committee meetings held	Number	-	2	2	2	2		x	x	x	x	x	-	Annually	Internal Audit	Internal Auditor	Internal Audit	Audit commi-ttee meetings minutes/report	Account-ability
4.1.6.b. Proportion of action points from the audit committee meeting addressed	%	-	80%	80%	80%	80%	80%	x	x	x	x	x	-	Annually	Internal Audit	Internal Auditor	Internal Audit	Commi-ttee meetings follow up report on action points	Account-ability

Indicator	Unit	Baseline	Y1	Y2	Y3	Y4						Disaggregation	Frequency	Responsible 1	Responsible 2	Responsible 3	Data source	Category
4.1.6.1. Audit committee established by 2022	Number	0	1				x						Once	ED office	ED office	ED office	Reports to the board	Account-ability
4.1.7.a Number of risk monitoring reports developed	Number	-	4	4	4	4	x	x	x	x	x	-	Quarterly	Risk management and compliance office	Risk management and compliance officer	Risk management and compliance officer	Risk monitoring report/ register	Account-ability
4.1.7.b. Number of compliance reviews/ assessments conducted	Number	-	4	4	4	4	x	x	x	x	x	-	Quarterly	Risk management and compliance office	Risk management and compliance officer	Risk management and compliance officer	Compliance review reports	Account-ability
4.1.7.c. Proportion of risk identified with implemented risk mitigation plans	%		50%				x	x	x	x	x	High vs low risk	Annual	Risk management and compliance office	Risk management and compliance officer	Risk management and compliance officer	Risk monitoring report/ register	Account-ability
4.1.7.1. Risk management and compliance office established by 2022	Number	0	1				x					-	Once	Operations Division	Director of Operations	Director of Operations	Operations report	Planning

Outcome 4.2. Indicators

Indicator	Type	Baseline						Disaggregation	Frequency				Data source	Use
4.2. Level of mainstreaming of systems thinking through the Center's processes and operations	Qualitative				x		x	-	Mid-term, end-term	ED office	ED office/ company secretary	ED office/ company secretary	Strategic Plan Evaluation report	Learning/ Planning
Outputs and activities indicators														
4.2.1. Number of experts in systems thinking recruited	Number	-			x			By cadre	Once	HR	HR manager	HR manager	HR report	Planning
4.2.1.1. Number of mapping exercises conducted to map the expertise required to implement the systems thinking approach	Number	-			x			-	Once	Director of Research	Director of Research	Director of Research	Research Program report	Planning
4.2.2. Number of partnerships with organizations that have systems thinking expertise	Number			x	x	x	x	x	-	Annually	Director of Research	Director of Research	Director of Research	Research Program report	Planning

4.2.2.1. Number of organizations identified with relevant skills in systems thinking	Number				1	2		x					-	Once	Director of Research	Director of Research	Director of Research	Research Program report	Planning
4.2.3. Number of institutions that are using the GFGP standard	Number							x	x	x	x	x	Country	Annually	Director of RRCS	Director of RRCS	Director of RRCS	RRCS report	Account-ability/ Planning
4.2.3.1. Number of partner institutions trained on Good Financial Grant Practices	Number							x	x	x	x	x	Country	Annually	Director of RRCS	Director of RRCS	Director of RRCS	RRCS report	Account-ability/ Planning
4.2.3.2 Number of institutions that are assessed using the GFGP standard	Number							x	x	x	x	x	Country	Annually	Business Develop-ment	Business Develop-ment	Business Develop-ment	Business Develop-ment report	Account-ability/ Planning
4.2.4. Number of capacity strengthening activities on staff held on systems thinking	Number				2	2		x		x				Bi-annual	HR	HR manager	HR manager	HR report	Planning/ Learning

4.2.4.1. Number of systems thinking consultants recruited	Number							x					-	Once	HR	HR manager	HR manager	HR report	Planning
Outcome 4.3. Indicators																			
4.3. Diversity in funding sources	Qualitative/ Number									x		x	Restricted vs unrestricted	Mid-term, end-term	Mid-term evaluation, end-term evaluation	Finance Manager	M&E officer/ external evaluator	Strategic Plan Evaluation report	Learning/ Planning
Outputs and activities indicators																			
4.3.1.a. Proportion of projects that are multi-country grants.	%	25%	28%	30%	32%	32%	35%	x	x	x	x	x	By theme/ sub-theme/ Division	Quarterly	Business Development	Business Development	M&E officer	ERP M&E Reports	Accountability/ Planning
4.3.1.b. Proportion of projects that are multi-million	%	13%	15%	15%	15%	18%	18%	x	x	x	x	x	By theme/ sub-theme/ Division	Quarterly	Business Development	Business Development	M&E officer	ERP M&E Reports	Accountability/ Planning
4.3.1.c. Proportion of projects that are multi -year	%	53%	53%	53%	55%	55%	55%	x	x	x	x	x	By theme/ sub-theme/ Division	Quarterly	Business Development	Business Development	M&E officer	ERP M&E Reports	Accountability/ Planning
4.3.1.1. Number of business development strategy developed by 2022	Number	1	1					x					-	Once	Business Development	Business Development	M&E officer	Business Development report	Accountability/ Planning

4.3.1.2. Number of strategic proposal writers recruited for bilateral funders	Number	0	1	1	1	1	1	x	x	x	x	x	-	Once	Business Development	Business Develop-ment	Business Develop-ment	Business Develop-ment report	Planning
4.3.1.3. Grant proposals number success rate	%	66%	65%	66%	66%	66%	66%	x	x	x	x	x	By theme/ sub-theme/ Division	Quarterly	Business Development	Business Develop-ment	M&E officer	Proposal tracker	Learning
4.3.1.4. Grant proposals dollar success rate	%	38%	35%	38%	38%	38%	40%	x	x	x	x	x	By theme/ sub-theme/ Division	Quarterly	Business Develop-ment	Business Develop-ment	M&E officer	Proposal tracker	Learning
4.3.2. Number of new private sector funding sources awarded	Number	0	1	1	1	1	1	x	x	x	x	x	-	Annually	Finance	Finance Manager	Finance Manager	Finance Report	Planning
4.3.2.1. Number of new relationships developed that support investments in strategic initiatives and long-term commitment to systemic change	Number	4	5	5	5	5	5	x	x	x	x	x	-	Quarterly	Business Develop-ment	Business Develop-ment	M&E officer	Business Develop-ment report	Planning

Indicator	Unit													Frequency				Data Source	Category
4.3.2.2. Number of proposals developed on diversified funding sources including private sector	Number	1	1	1	1	1	1	x	x	x	x	x	-	Quarterly	Business Development	Business Development	M&E officer	Proposal tracker	Planning
4.3.3. Number of fund management project implemented	Number	1	1	1	1	1	1	x	x	x	x	x	-	Quarterly	Business Development	Business Development	M&E officer	ERP/ Business Development report	Planning
4.3.3.1. Number of proposals developed for fund management grants	Number	1	1	1	1	1	1	x	x	x	x	x	-	Quarterly	Business Development	Business Development	M&E officer	Proposal tracker	Planning
4.3.4. Annual earnings from endowment fund	%	-	5%	5%	5%	5%	5%	x	x	x	x	x	-	Annually	Finance	Finance Manager	Finance Manager	Finance Report	Planning
4.3.4.1. Endowment fund established by 2022	Number	0	1					x					-	Once	Finance	Finance Manager	Finance Manager	Finance Report	Planning
Outcome 4.4. Indicators																			
4.4. Environmental sustainability	Qualitative							x	x	x		x	-	Mid-term, end-term	Mid-term evaluation, end-term evaluation	M&E officer/ external evaluator	M&E officer/ external evaluator	Strategic Plan Evaluation	Learning

Indicator	Type											Frequency				Source	
of the Center's work																report	
Outputs and activities indicators																	
4.4.1. Paperless systems fully operation-alized at the Center	Quali-tative						x		x	-		Mid-term, end-term	Director of operations	Director of operations	Director of operations	Opera-tions Report	Planning
4.4.1.1. Exercise to identify Center processes that can be fully paperless conducted	Number	-	1				x					Once	Director of operations	Director of operations	Director of operations	Opera-tions Report	Planning
4.4.2. Solar power incorporated into the Center's electricity supply	Quali-tative	0		1				x				Once	Director of operations	Director of operations	Director of operations	Opera-tions Report	Planning
4.4.1.2. Strategies identified on how to incorporate Solar power as one of the Center's electricity supply	Number	0	1				x	x		-		Once	Head of facilities and Admin	Head of facilities and Admin	Head of facilities and Admin	Facilities and Admin Report	Planning

Annex 2: MEL Work Plan 2022-2026 Matrix

Main Activities	Performance Indicators	Expected Outputs	Means of verification	Timeline 2022 - 2026					Estimated Cost* (USD)					Total cost*
				2022	2023	2024	2025	2026	2022	2023	2024	2025	2026	
1. Development and Institutionalization of MEL Plan 2022-2026														
a). Develop MEL Plan 2022-2026	Number of MEL Plan developed	1 MEL Plan	Copy of MEL Plan	x					3,000					3,000
b). Disseminate and publish the MEL Plan 2022-2026 to the Center (Themes and Sub-themes)	Number of MEL Plan developed disseminated	1 MEL Plan	link to website	x					2,000					2,000
c). Review the MEL Plan 2022-2026	Number of MEL Plan reviews conducted	1 review	Copy of reviewed MEL Plan	x					-					
d). Upgrade the Institutional M&E Platform	Number of M&E platform upgraded	1 M&E platform upgraded	Functional M&E Platform	x					50,000					50,000
e). Develop Knowledge Management portal	Number of knowledge management portal developed	1 knowledge management portal developed	Operational Knowledge management portal	x					20,000					20,000
f). Develop institutional M&E annual work plans (AWPs)	Number of AWPs developed	1 AWPs	Copies of AWPs	x					-					-
g). Capacity strengthening of staff on M&E	Number of trainings conducted	5 Training conducted	training report, attendance list	x	x	x	x	x	-	-	-	-	-	-

Activity	Indicator	Target	Means of verification	Y1	Y2	Y3	Y4	Y5	B1	B2	B3	B4	B5	Total
2. Monitoring and Performance review and reporting														
a). Develop and disseminate strategic plan annual performance review reports	Number of strategic plan annual performance review reports developed and disseminated	5 annual performance report	copies of the strategic plan annual reports; email/ links	x	x	x	x	x	-	-	-	-	-	-
b). Develop and disseminate quarterly strategic plan quarterly performance review reports/ presentation	Number of strategic plan quarterly reports developed and disseminated	20 quarterly reports/ presentation	copies of the strategic plan quarterly reports; email/ links	x	x	x	x	x	-	-	-	-	-	-
3. Evaluation and assessments														
a). Conduct an institutional MECAT assessment	Number of MECAT conducted	1 assessment	MECAT report	x					-					-
b). Develop and share MECAT Report	Number of MECAT reports shared	1 assessment	MECAT report; link	x					-					-
c). Conduct institutional Data Quality Assessment (DQA)	Number of DQAs conducted	1 DQA	DQA report	x		x			3,000		3,000			6,000
d). Facilitate the mid-term evaluation activity and disseminate report	Number of mid-term evaluation	1 evaluation	mid-term evaluation report		x						10,000			10,000
e). Facilitate the end-term evaluation activity and disseminate report	Number of end-line evaluation	1 evaluation	end-line evaluation report				x						10,000	10,000

4. Learning and Knowledge Management														
a). Develop and share annual newsletters/report briefs	Number of annual newsletters/ report briefs	2 annual newsletters/ report briefs	copy of annual newsletters/ report briefs	x	x	x	x	x	-	-	-	-	-	-
5. Monitoring and Evaluation of the M&E Annual Work plans														
a). Hold M&E update meetings with the development unit	Number of monthly update meetings	60 (monthly) meetings	Development monthly unit update sheets	x	x	x	x	x	-	-	-	-	-	-
b). Develop and share M&E annual work plan report	Number of AWP report developed and shared	5 M&E AWP reports	Copy of M&E plan report; Email thread	x	x	x	x	x	-	-	-	-	-	-
6. Staffing for MEL Plan implementation														
Learning and knowledge management Specialist														
MEL System administrator														
M&E Assistants														
Communications assistant														
Graphics Designer														
GRAND TOTAL														

* Note: The work plan highlights main activities and does not delve into detailed activities, thus costing was not determined during the development of this document. Actual estimates will be determined during the development of budgets during annual planning. The costing are estimates that may change due to fluctuations, matters arising and/or other external factors.

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