



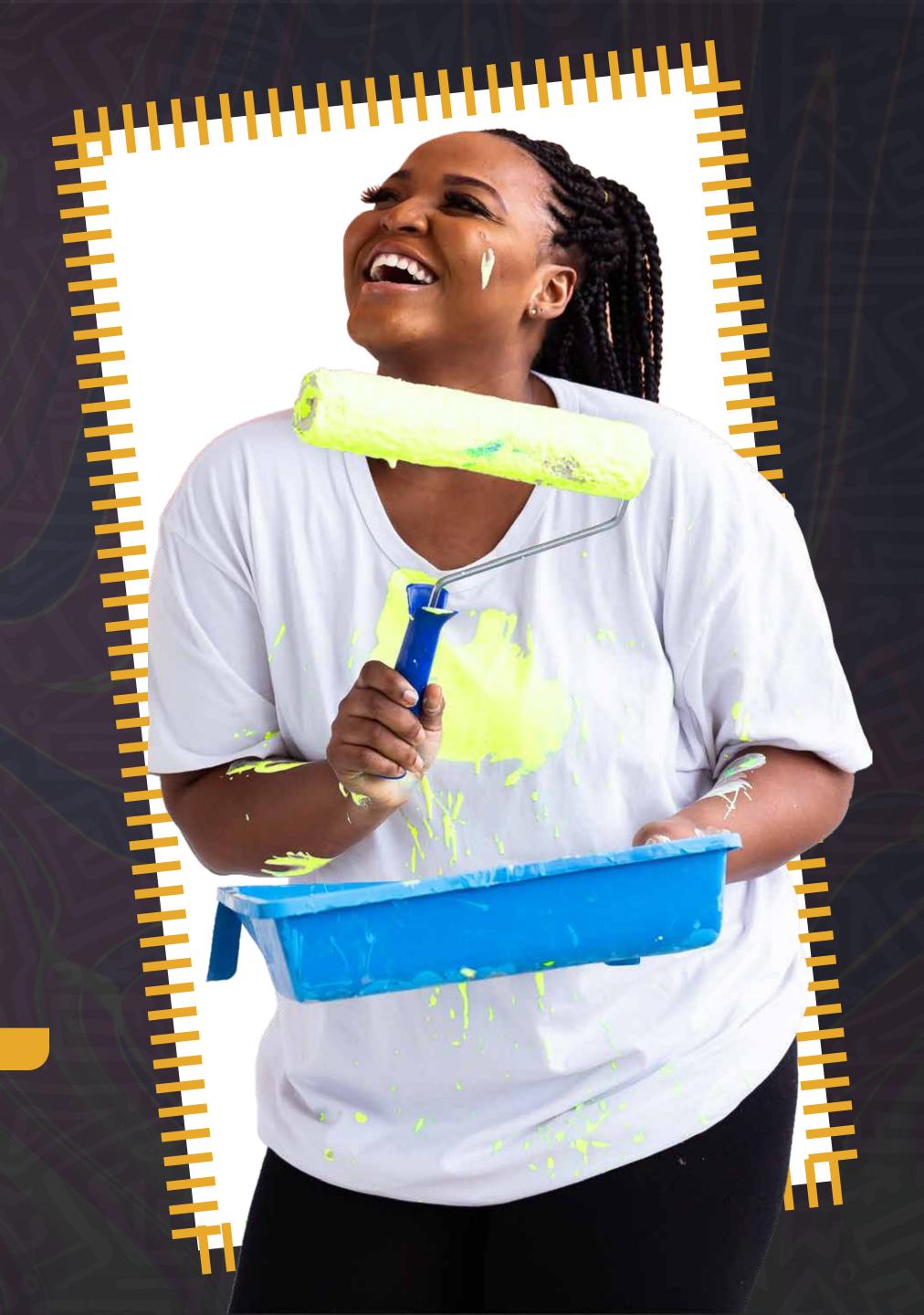
A **mosaic** comprises individual pieces, each with its own color and texture. Africa comprises various components and ecosystems, each contributing to the continent's collective identity. Our footprint as APHRC stretches wide, and our geographic reach continues to expand. We are building strong networks and alliances in the different countries where we work and forging new meaningful partnerships. Each of these is a piece of a mosaic of influence.

By saturating Africa with color, we showcase the intensity of color, which profoundly affects the overall composition and mood of any work of art. The Center is suffusing the African continent through the impact of our work across different countries.

Our reference to **harmony in design** describes the visual effect of combining related elements, complementing aspects, and consistent coloring that brings it all together. Thus, we showcase our strengthened systems and processes, which are the forces behind our continued success.

"We are not content with simply understanding the world; we are determined to shape it."

APHRC is a catalyst for policy innovation and implementation, engaging with decision-makers at different levels to push for evidence-driven change, cocreate solutions, and co-implement actions to address the continent's health and development challenges.





In the past year, the Center has made significant strides in continuing its rollout and implementation of the 2022-2026 Strategic Plan. Our numbers grew with 65 recruitments, much higher than the previous two years. The Center's systems improved, we sustained and deepened our policy engagement and outreach by multiple teams across our programs, produced over 263 research products, and documented several policy wins.

The Center, in 2023, focused on restructuring various functions, including human resources (HR), the policy engagement and communications (PEC) program, and other aspects of our operations. There was continuity in ensuring excellence in our people, systems and processes, clients and products, and financial sustainability. We added to our innovations, including the development of a platform to increase the visibility of our African researchers and journals and developing prototypes for translating research into policy and action.

We invite you to join us in this artistic and exciting journey of coloring Africa as we work towards the continent we envision.

# Remarks by the Board Chair and the Executive Director

In 2023, APHRC continued to live up to its description as an outstanding organization by taking a more prominent leadership role within the African research and development ecosystem. We remained steadfast in elevating African voices by offering our expertise to policymakers and partners through our evidence-informed decision-making (EIDM) approach.

Last year saw an all-around excellent performance for APHRC. The Center maintained its geographic focus, our financial performance was strong, and we forged new partnerships with more academic institutions on the continent and deepened our partnership with a select few through the establishment of research hubs.

Our experts significantly contributed to research and policy initiatives through sustained engagement and outreach within consortiums, technical working groups, and government advisory bodies.

The Center, having finalized its firstever Organizational Effectiveness Assessment (OEA) earlier, began restructuring critical functions as

part of the recommendations from the exercise, focusing on our Human Resources, Business Development, and Policy Engagement and Communications. We strengthened our systems and steadily progressed in harmonizing governance instruments and processes.

Bunmi Makinwa, Board Chair

These included establishing an audit committee, developing strategic and functional risk registers that factor in current trends in the risk environment, and better risk identification and mitigation measures. We implemented recommendations from a job evaluation to achieve internal equity and conducted a staff satisfaction survey.

One of the most significant exercises initiated in late 2023 that uniquely positions the Center was the gender pay gap analysis. It is meant to result in the first-of-its-kind analysis at the Center and will inform whether our interventions in gender equality over the years have borne fruit. Stay tuned for the findings!

We are pleased to see the rapid development of new and strategic research and policy areas at the Center, such as the intersection between climate change, environmental factors, and human health. With the heightened global conversations on climate change as a critical threat to the health of millions of vulnerable populations, the Center has set its sights on developing strong programs on climate

change, its myriad of health impacts, including mental health, and its social determinants on the continent. The role of data science in these new initiatives cannot be overstated.

At APHRC, we have built a foundation for success, encompassing all our diverse stakeholders. We are incredibly proud of and grateful to you all for your efforts in supporting our work.

Thank you, and let us change the narrative together for the betterment of our continent.

Catherine Kyobutungi, Executive Director



Peer-reviewed journal articles

Technical Reports **Policy Briefs** 

## **Capacity Strengthening**



Capacity-strengthening activities across the various themes

Internships

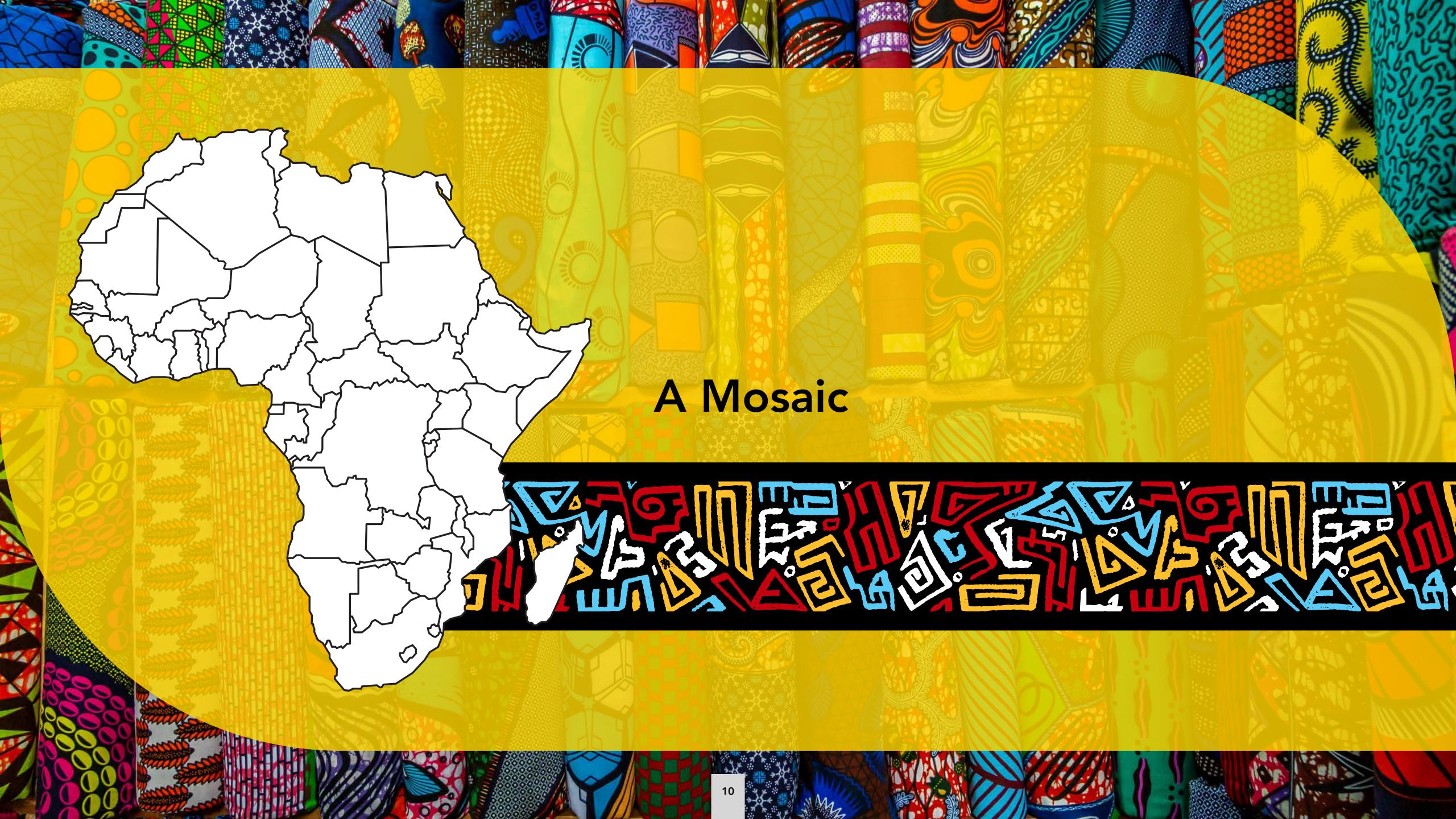
### **Fellowships**

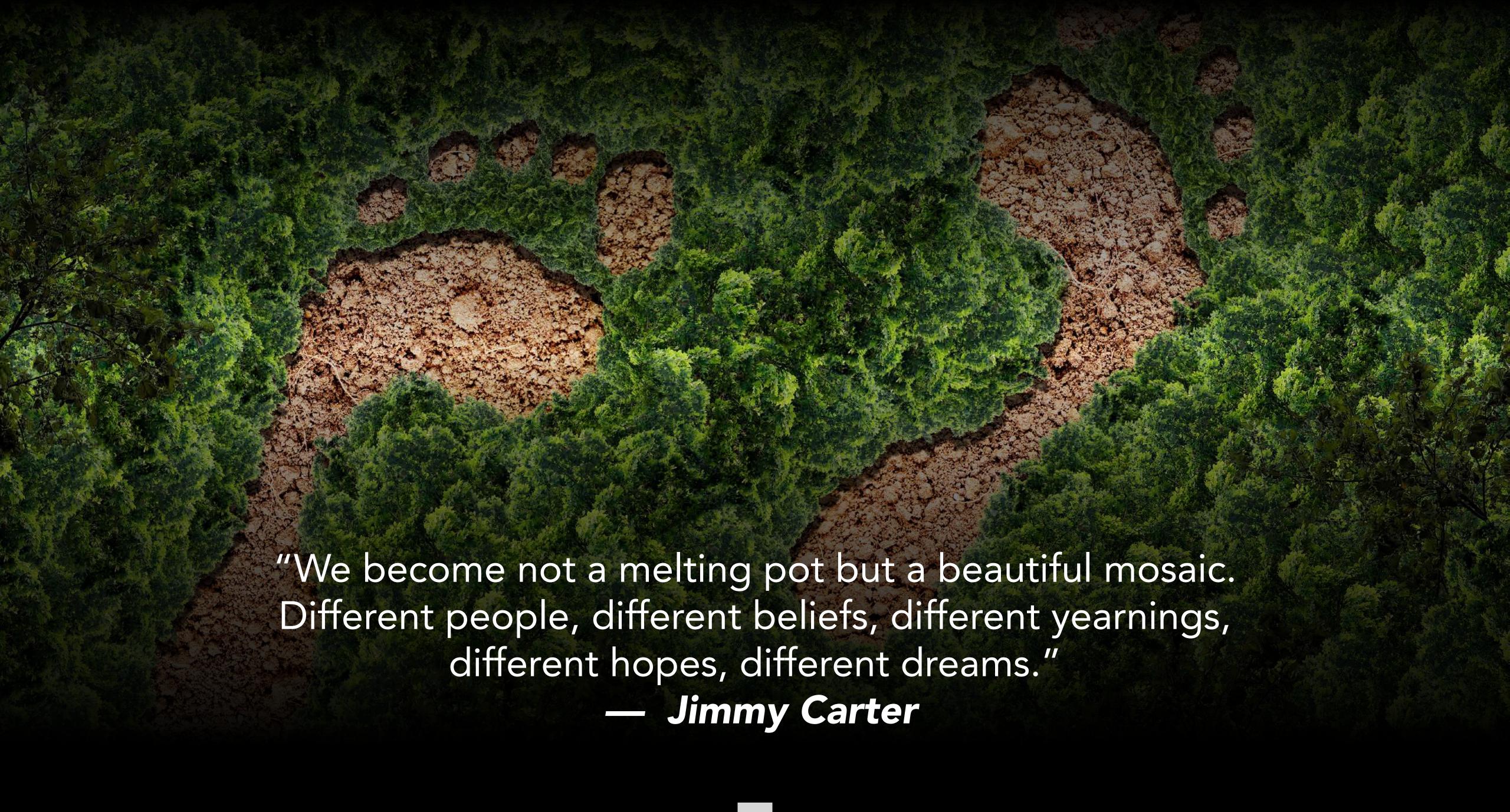
CARTA program had 93 fellows: 78 doctoral, 6 post-doctoral, and 9 re-entry grant fellows

The ADDRF program had 29 ongoing fellowships

The Countdown 2030 had 10 fellows

Other fellowship programs: 2 DIDIDA and 4 WHO HRP Alliance fellowships





Throughout 2023, APHRC strengthened its footprint across the continent, weaving a vibrant mosaic of partnerships and alliances across 35 countries in sub-Saharan Africa. The Center implemented more than 200 projects in these countries, marking an increase of 64 new projects from the previous year. This expanding portfolio deepened APHRC's presence in Eastern Africa and broadened the scope and reach of its West Africa Regional Office (WARO).

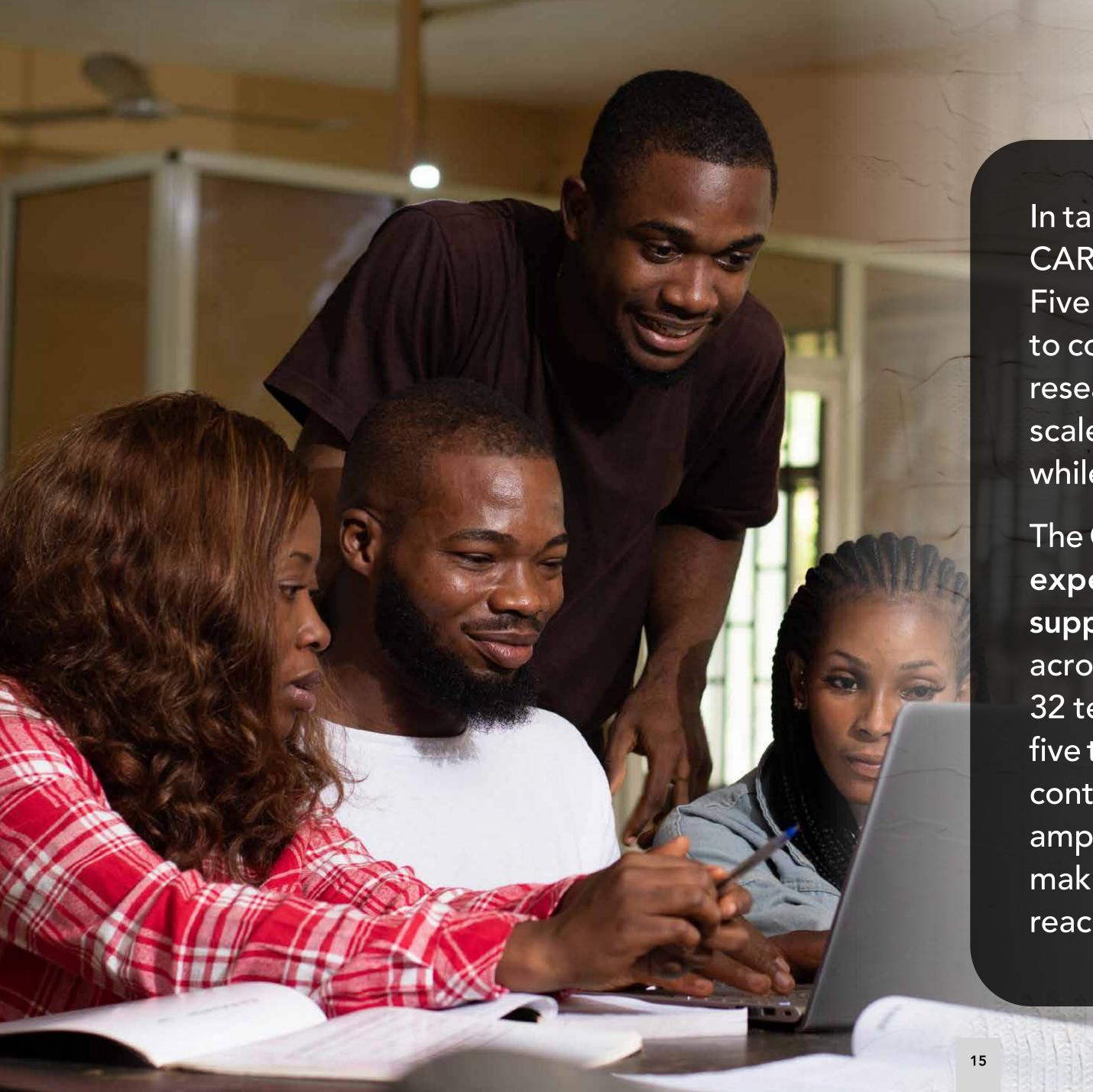


The Center continued to intensify and strengthen partnerships and meaningful collaborations by working with like-minded institutions. As part of its institutional and research capacity strengthening strategy, APHRC has been intentional in **forging long-term and strategic partnerships** with academic and research institutions, international, national, and local nongovernmental organizations, and government entities. These partnerships are the tesserae that, when combined, have helped weave an intricate yet beautiful mosaic of APHRC's work.

Through its Catalyze Impact Initiative, the Center has expanded its network of academic institutions in the region. In Nigeria, Ethiopia, and Kenya, it is developing prototypes in collaboration with academic and research partners and relevant ministries to expedite the translation of research into actionable policies and programs. Partnerships with academic institutions aim to boost research capacities and enhance quality. By actively involving diverse stakeholders, APHRC ensures research efforts maintain both academic rigor and practical relevance.

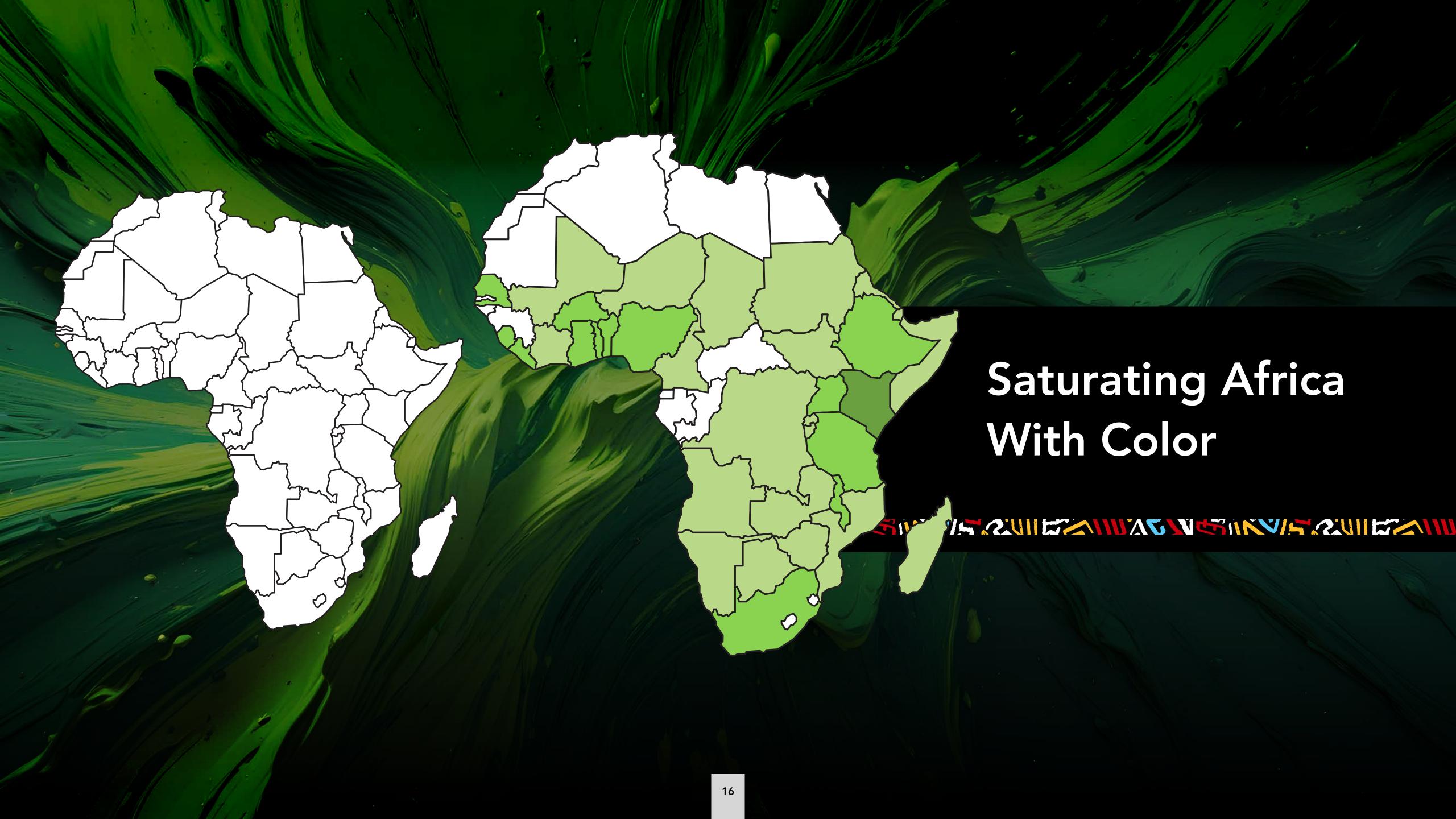


APHRC is committed to strengthening the continent's academic and research institutions to play a greater role in research and policy in their respective countries. The Center continued to champion the adoption of the Good Finance Grant Practice (GFGP) standard and aims to have more African Universities and research institutions enroll and complete the certification process. The GFGP standard externally validates institutional systems and is an entry point to enhance their capacity and enable them to receive funding directly from international research funders. APHRC facilitated the initiation of the GFGP certification for 67 African institutions: 46 under the Catalyze Impact Initiative, 12 under the Joint Programming Initiative on Antimicrobial Resistance (JPIAMR) project, and nine under the Consortium for Advanced Research Training in Africa (CARTA) program.



In tandem with expanding its network of partners, the CARTA program rolled out its **research hub strategy**. Five partner universities received preparatory grants to conceptualize their research hubs. These are future research and training platforms that will conduct large-scale policy-relevant research within the universities while embedding PhD and postdoctoral fellows.

The Center's theory of change partly hinges on APHRC experts using their knowledge and experience to support decision-making. In 2023, various APHRC staff across programs/units were members of more than 32 technical working groups, 13 advisory bodies, and five technical expert committees. These collaborations contributed to shaping a rich mosaic of APHRC's work, amplifying African voices in evidence-based decision-making and shaping policies to drive action and farreaching impact on the continent.







he Sustainable Development Goals (SDGs) provide a universal framework for addressing global challenges and achieving sustainable development in a balanced and integrated manner. While other continents are making progress towards meeting SDG targets, most African countries remain off-track. All progress monitoring reports have Africa standing out with colors that reflect the social challenges that APHRC programs seek to address. APHRC, through its work, seeks to contribute to the achievement of SDGs, saturating the continent with color through its policy wins within and for the communities we work with.

## Policy Wins

In keeping with the momentum from 2022 where we had 17 documented policy wins, 2023 saw APHRC continue to leave its mark on the policy landscape across the continent. The Center's policy wins were registered in multiple countries and in different sectors. Below, we highlight select achievements in the East African Community, Kenya, Liberia, Malawi, Sierra Leone and several other countries included in the Countdown to 2030 initiative.



## Kenya

inched closer to improving childcare environments in Africa based on the nurturing care framework. The Early Childhood Development (ECD) research team led the review of the Child Facilities Bill in Kajiado and Nakuru Counties in Kenya and further spearheaded the crafting of guidelines. The counties have committed to setting up childcare facilities in each sub-county as community of excellence hubs that will set and maintain the standard of care for children younger than three years across Kenya. APHRC also contributed to the revision of the Kenya National ECD and the Unpaid Care and Domestic Work policies. The team continues to provide opportunities for other counties to learn from those with childcare bills in place. This approach ensures that the colors of change spread out from one county to another and eventually from one country to another.

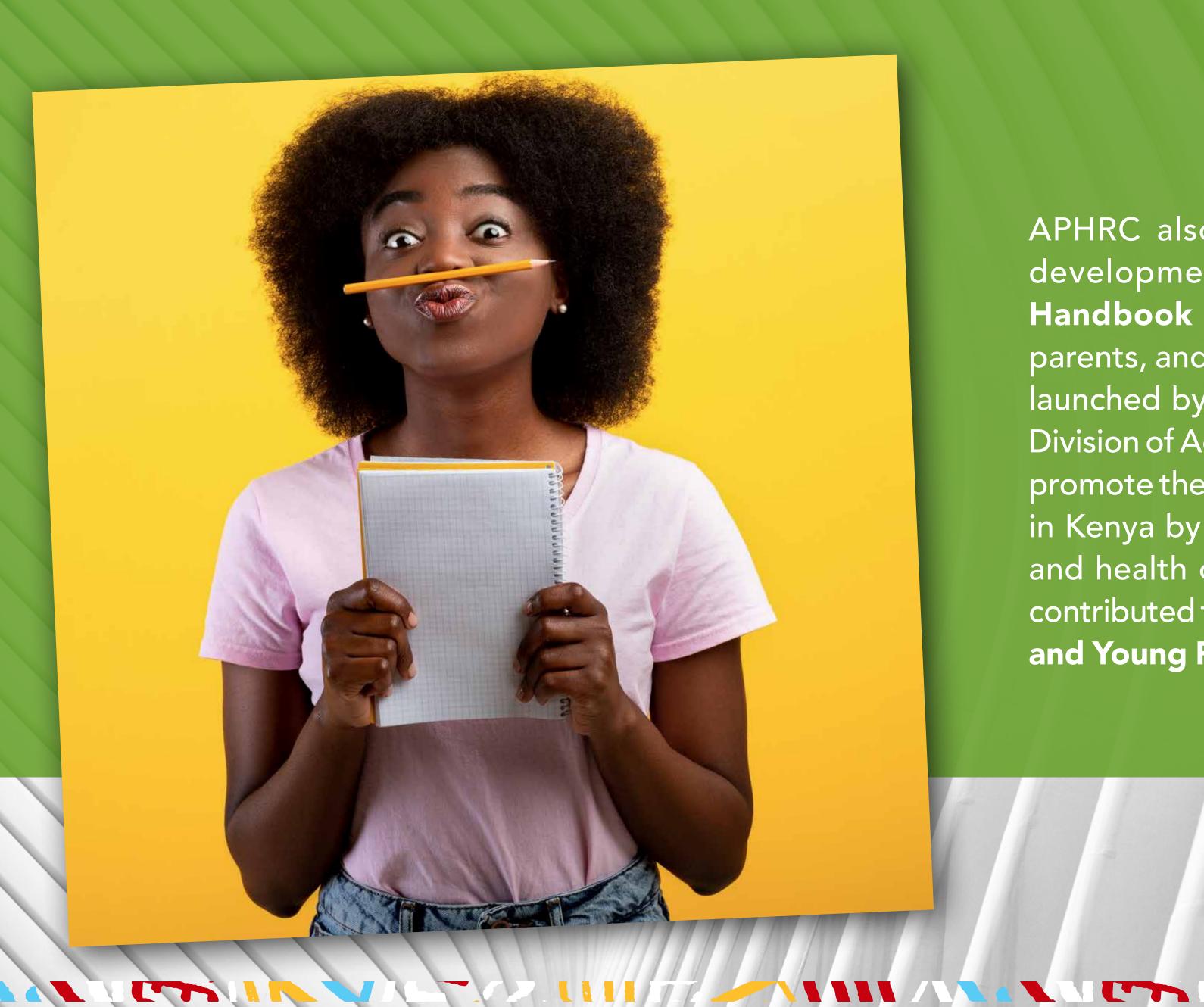




APHRC also contributed to the revision of the Education and Training Sector Gender Policy in Kenya, which seeks to integrate emerging issues in gender and education and align with current policy frameworks with implications in these areas. The Education and Youth Empowerment (EYE) unit continues to expand its contribution to evidence that promotes inclusivity in education, both at the basic level and in higher education.

To further contribute to the health and wellbeing of children and adolescents, APHRC, supported by the ARISE Responsive Challenge Fund, worked with the Child Space Organization to reach out to children heading up households in an attempt to address their vulnerabilities. The project has contributed to the Nairobi City County Assembly Bill on Child-headed Households (CHH), focusing on vulnerable and marginalized groups in Nairobi's informal settlements. A related policy on promoting sustainable solutions to childheaded households was debated and adopted on October 4, 2023.





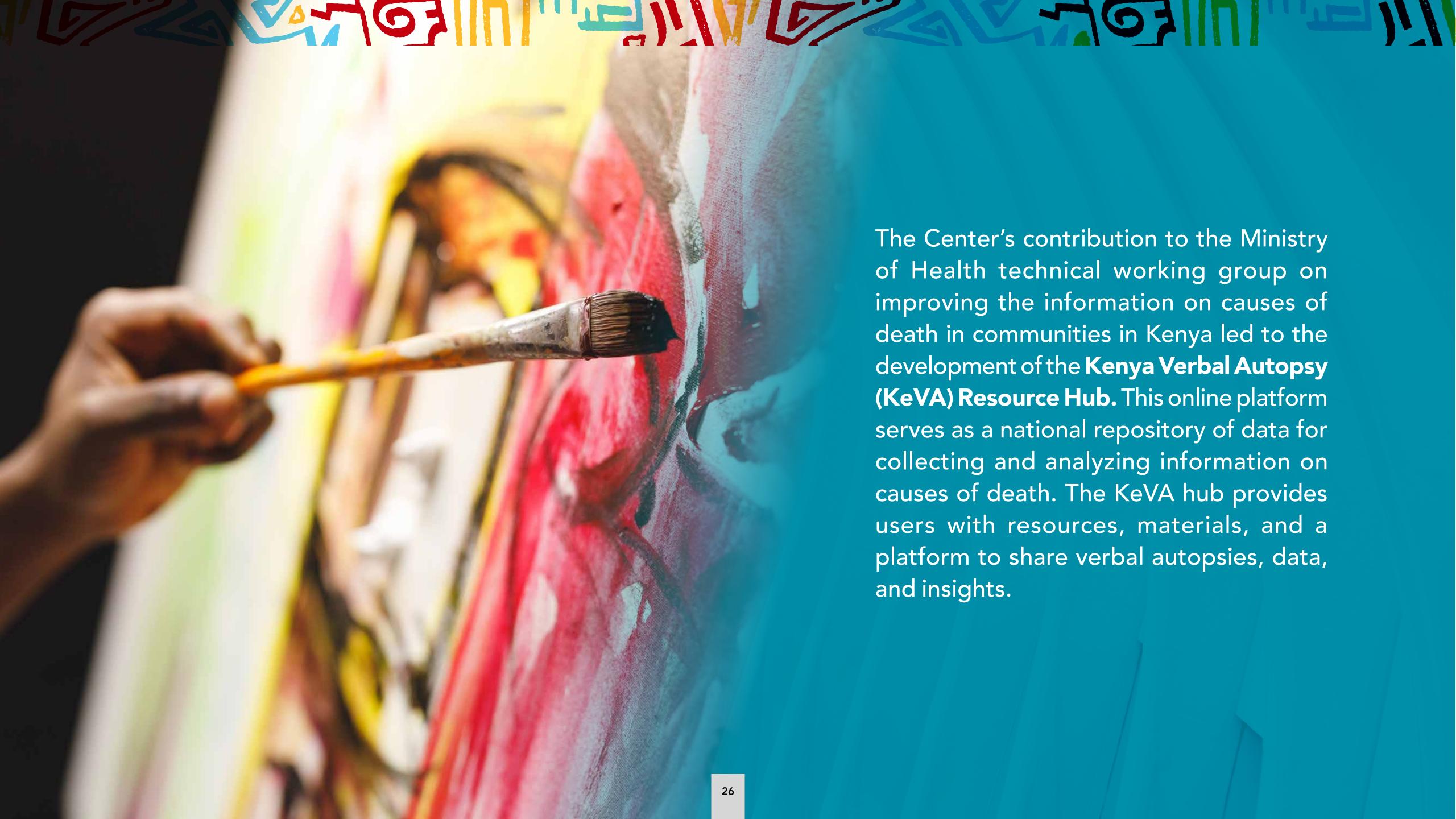
APHRC also played a significant role in the development and review of a **Community Handbook** designed to engage adolescents, parents, and community leaders. The handbook, launched by the Ministry of Health through the Division of Adolescents and School Health, aims to promote the health and well-being of adolescents in Kenya by improving their cultural, economic, and health outcomes. Additionally, the Center contributed to the yet-to-be launched **Adolescent and Young People Reproductive Health Policy.** 



The Nutrition and Food Systems team developed a **Food Safety Manual** in collaboration with consultants from the University of Nairobi. The Nairobi City County Public Health Office adopted the manual which public health officers will use to train street food vendors.

APHRC also engaged in the development of the Kenya Nutrient Profile Model (KNPM) as a collaborative action between the Ministry of Health and the Food Environment Policy Action team. The KNPM will inform the public on thresholds for front-of-pack labeling for food. This will be the first policy of its kind in sub-Saharan Africa outside South Africa and is a critical tool in the prevention of non-communicable diseases.





## **Beyond Kenya**

In support of the East Africa Community (EAC) Sexual and Reproductive Health (SRH) Bill 2021, popularly known as the EAC SRH Bill 2021, the Center provided evidence on contentious aspects of the Bill, such as abortion, adolescent sexual and reproductive health, assisted reproductive technology and sexual and reproductive health services for men.

Evidence from the ALOT-Change project under the Human Development research theme influenced the development, review, and validation of the tools used in the development and evaluation of the **Parental Engagement and Empowerment (PEE) Framework** as well as the review of preliminary PEE findings from a pilot study in Kenya, Uganda, and Tanzania. APHRC significantly contributed to developing the framework (currently under review and validation) through the Regional Education Learning Initiative (RELI) based on the evidence and experience implementing PEE in the ALOT Change program. This is an example of how work from one setting in Kenya is shaping policy and practice in the region.





APHRC partnered with the Ministry of Health in Sierra Leone and the World Health Organization (WHO) to develop and validate comprehensive Post-Abortion Care (PAC) Guidelines. This initiative was informed by the Center's study on abortion incidence and severity of related complications in Sierra Leone, conducted in collaboration with the Ministry of Health and Statistics Sierra Leone. These guidelines played a pivotal role in shaping the Safe Motherhood and Reproductive Health Bill in Sierra Leone, which has been gazetted and is currently undergoing validation by the Cabinet. In addition, we contributed to the review of the proposed Public Health Law in Liberia, which, if passed, is expected to be one of the country's most progressive laws. Further, the APHRC's collaboration with mental health partners to improve access to quality mental health services in Sierra Leone led to a significant commitment from the Ministry of Finance to allocate funding specifically for mental health initiatives in the country.

As a result of our engagements with Malawi's Ministries of Health, Education, Youth, and Gender, where we shared our evidence on pregnant and parenting adolescents, APHRC was invited to provide evidence and technical expertise in the drafting and reviewing of four policies. These are the Ending Child Marriage (ECM) Strategy led by the Ministry of Gender, the Adolescent Girls and Young Women Strategy led by the Ministry of Gender, the National SRHR Policy led by the Ministry of Health, and the Basic Education Curriculum led by the Ministry of Education.

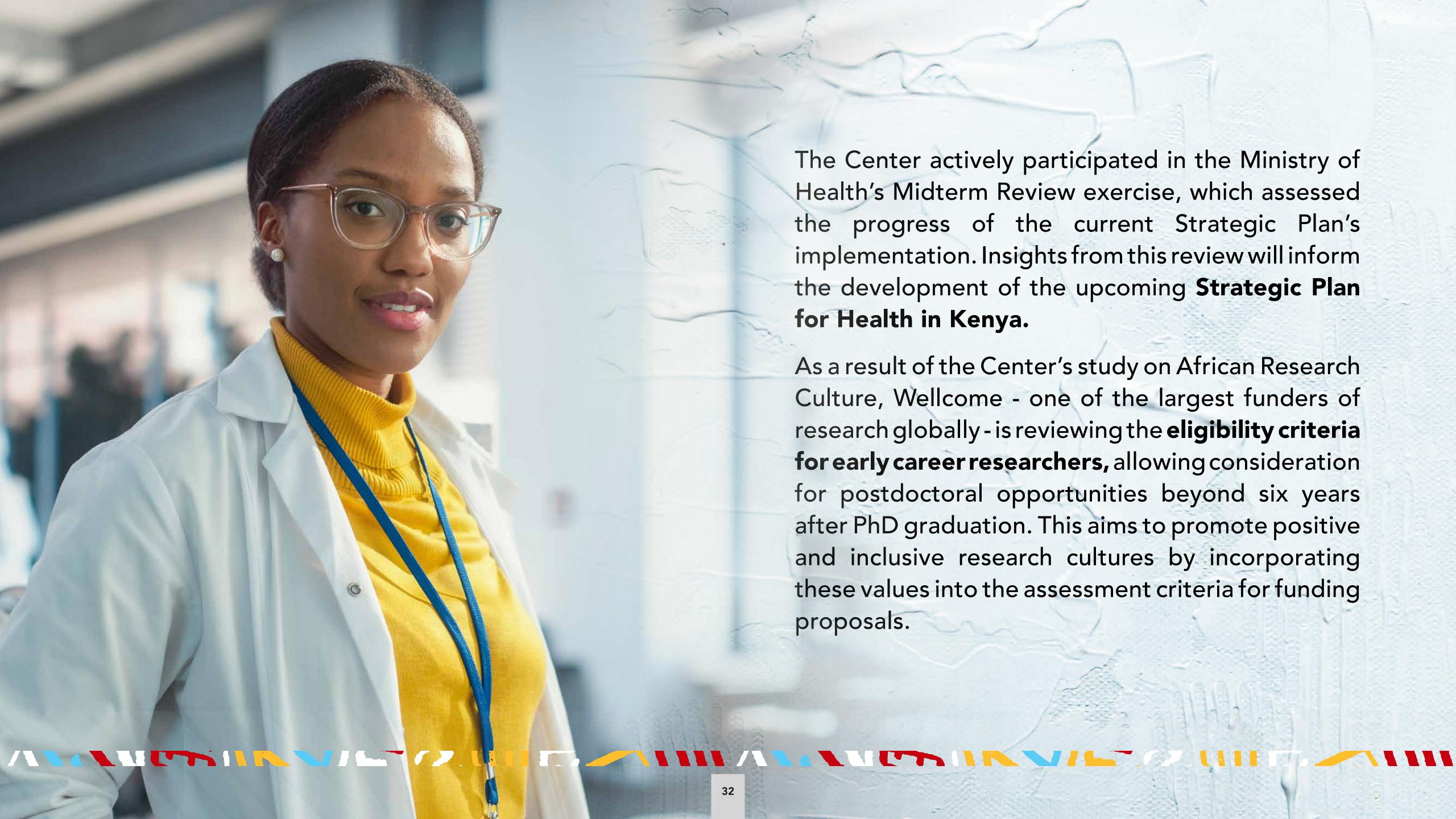




Following the Countdown 2030 annual convening, reports from 20 countries, among them Cote d'Ivoire, Ethiopia, Kenya, Uganda, and Zambia, were disseminated to the national Ministries of Health in the respective countries and have been useful for reproductive maternal, newborn child and adolescent health (RMNCAH) planning and implementation, specifically in supporting and monitoring investment cases for RMNCAH programs within the Global Financing Facility (GFF) mechanism.

The Center led the evaluation of the 2015-2020 Kenya RMNCAH Investment Framework and the Liberia 2016-2020 RMNCAH Investment Case Evaluation Report, both completed in 2023. The evaluation reports will inform the development of the next GFF investment cases currently being developed.



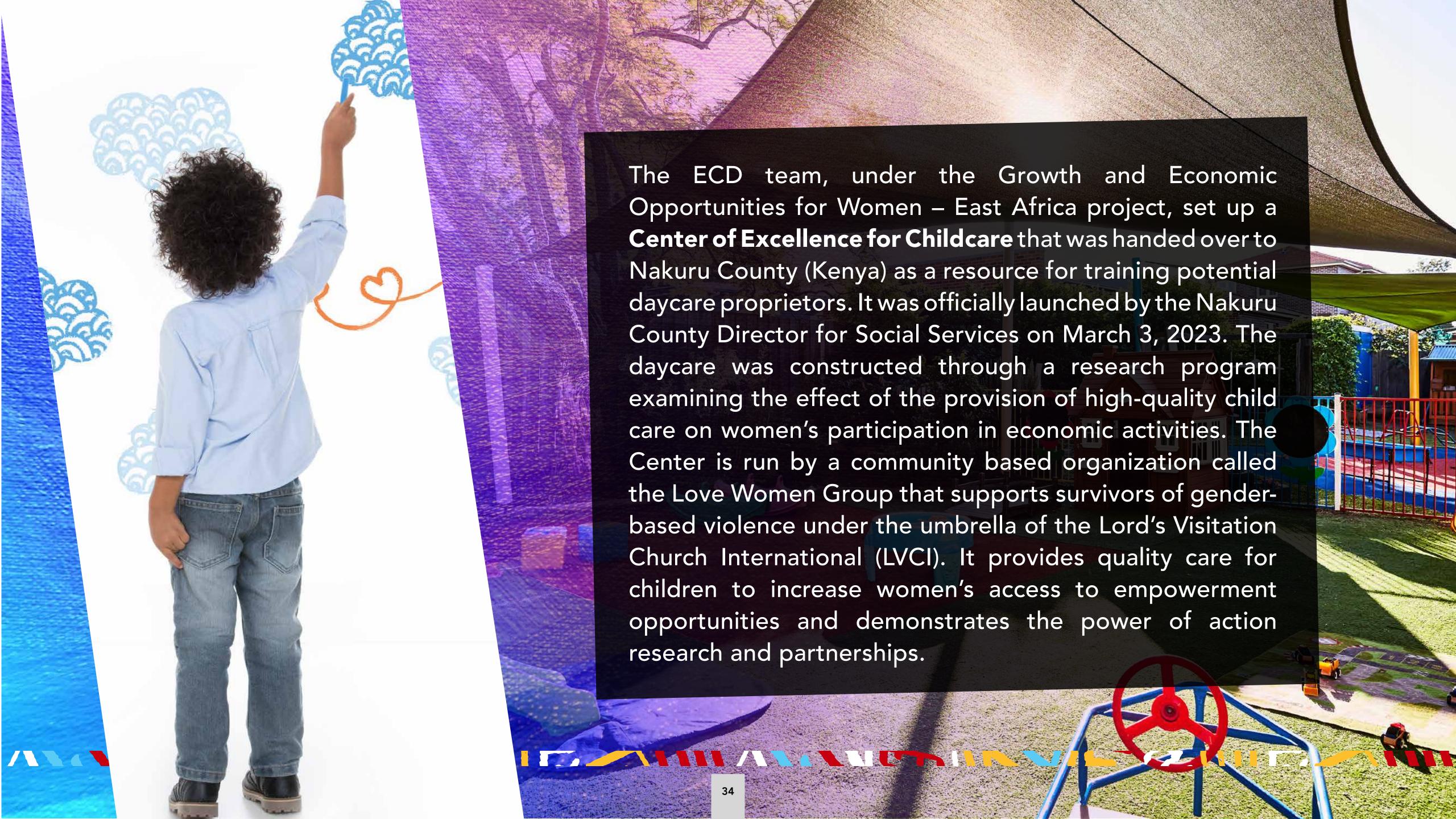


#### Winning with Communities

Among the numerous projects the Center runs, we spotlight a few where our research has facilitated partnerships that have resulted in the recognition and provision of critical services to communities.

The Zero Hunger Initiative's work towards creating community-led solutions that would impact the accessibility of adequate nutritious food was profiled in 2023 on a global level. The initiative championing transformation towards food-secure cities through agroecological urban agriculture was widely celebrated when the King of England visited one of the projects run by a partner organization called City Shamba. This community-organized group seeks to transform urban livelihoods by providing practical training on urban farming to improve food and nutritional security in poor urban neighborhoods. The recognition reinforced our approach to engaging community groups as change agents. City Shamba continues to provide a platform for capacity-strengthening engagements that are instrumental in growing the Zero Hunger Movement.

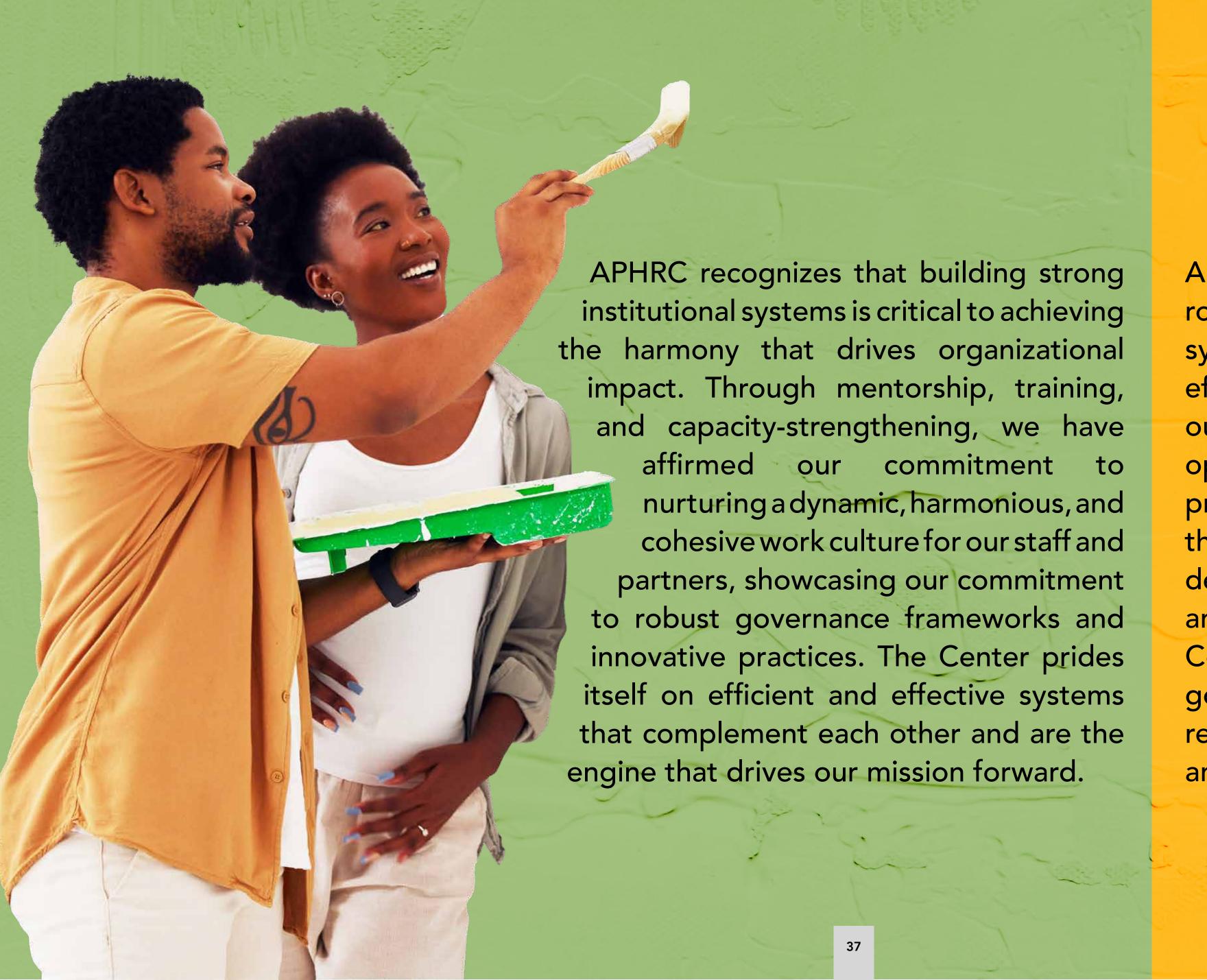




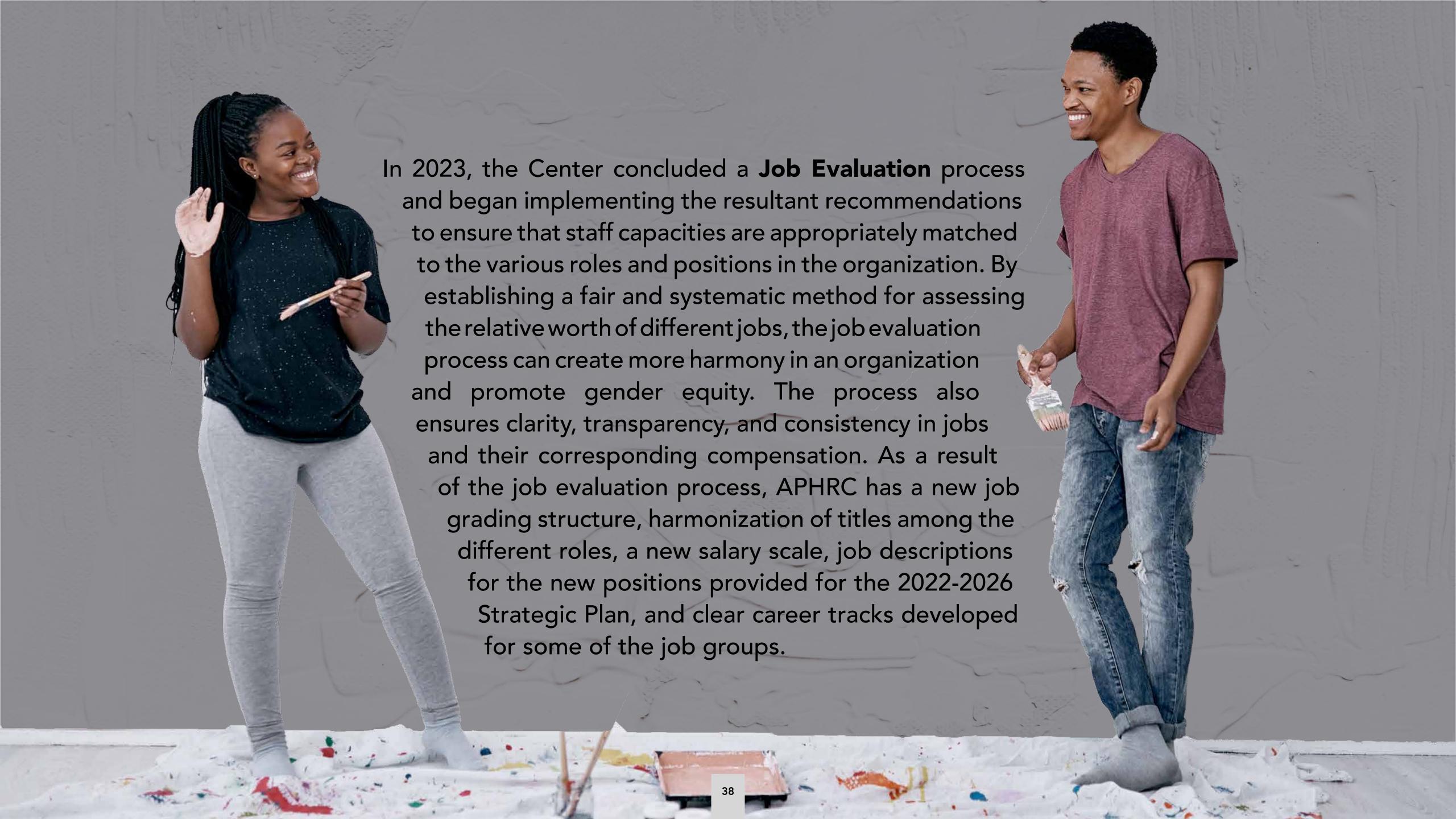








APHRC also acknowledges the role of strengthened governance systems as the cornerstone for effective operations and impactful outcomes. In line with streamlining operations and aligning with best practice, APHRC's Board launched the Audit Committee, henceforth delineating its role from the Finance and Risk committee. The Audit Committee takes our already strong governance systems a notch higher, reflective of the Center's growth and maturity.

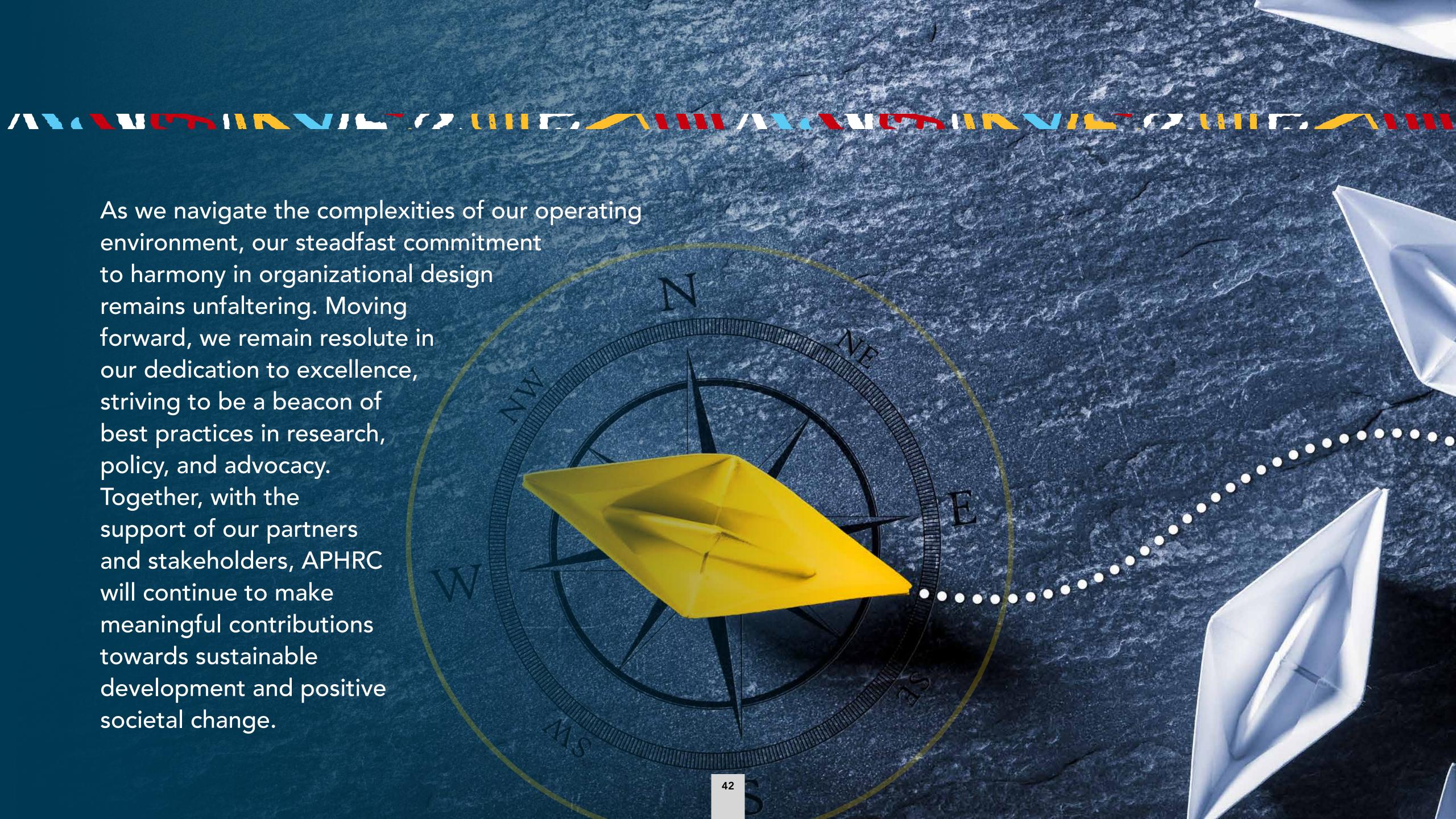




In 2023, the organization embarked on restructuring the Policy Engagement and Communications (PEC) Program, aligning it more effectively with APHRC's current Strategic Plan, which designates PEC as the custodian of the Center's pathways to impact. The restructuring aimed to position PEC centrally within the organization and drive long-term change. The process involved a detailed assessment of the three PEC units - Synergy, Advocacy, and Visibility, from a human resource and strategic objectives perspective. This resulted in targeted and selective recruitment of the right talent and skillsets. Additionally, we developed unit-specific strategies with clearly defined mandates for an effective, focused, and impactful approach. The restructured function is expected to take a more strategic approach to communications and stakeholder engagement and to mainstream the Center's models for strategic policy engagement and outreach.











## Income vs Expenditure

Category	2023	2022	Increase/decrease in %
Income	31,580,835	41,695,094	-24%
Expenditure	30,533,350	25,117,981	22%

#### Income breakdown

Category	Restricted	Unrestricted	2023	2022
Grant income	24,279,237	4,309,077	28,588,314	39,341,667
Other income	-	1,530,542	1,530,542	1,742,522
Total	24,279,237	5,839,619	30,118,856	41,084,189

## Uses of Funds

### Expenditure breakdown

Sources of expenditure	Restricted	Unrestricted	2023	2022
Direct program expenses	24,279,237	1,581,147	25,860,384	21,264,284
Administration and support	0	4,672,966	4,672,966	3,853,697
Total	24,279,237	6,254,113	30,533,350	25,117,981

## Surplus

Surplus	Restricted	Unrestricted	2023	2022
Net operating income	0	(414,494)	(414,494)	15,966,208
Finance income	0	1,461,979	1,461,979	610,905
Surplus for the year	0	1,047,485	1,047,485	16,577,113

Other comprehensive income, net of tax	Restricted	Unrestricted	2023	2022
Total comprehensive income	O	1,047,485	1,047,485	16,577,113

## **Total Assets**

#### **Non-current assets**

Non-current assets	2023	2022
Property and equipment	12,651,238	12,723,260
Intangible assets	0	0
Total current assets	12,651,238	12,723,260

#### **Current assets**

Current assets	2023	2022
Cash and Bank balances	38,093,133	37,916,627
Debtors and deposits	2,733,234	2,625,295
Grant receivable	3,417,896	3,527,625
Total current assets	44,244,263	44,069,547

# Fund Balances and Liabilities

Current liabilities	2023	2022
Deferred grants	20,944,557	21,409,208
Creditors and accruals	1,455,936	1,936,076
Total current liabilities	22,400,493	23,345,284

	2023	2022
Total assets	\$56,895,501	\$56,792,807
Fund balance	\$34,495,008	\$33,447,523
Total fund balance and liabilities	\$56,895,501	\$56,792,807



# APHRC Funders and Partners



**Funders** 



**Partners** 

You have been critical to our work at the Center, enabling us to foster positive development and transformation on the continent. Thank you for sharing in our vision, for believing in us, and for supporting our efforts to change the narrative across Africa.



# **Funders**

- 1. Africa Research Excellence Fund (AREF)
- 2. The Bill & Melinda Gates Foundation
- 3. British Academy
- 4. Carnegie Corporation of New York
- 5. Children's Investment Fund Foundation
- 6. Danish International Development Agency
- 7. The David and Lucile Packard Foundation
- 8. Echidna Giving
- 9. European & Developing Countries Clinical Trials Partnership (EDCTP)
- 10. Elrha
- 11. European Commission
- 12. Foreign, Commonwealth and Development Office (FCDO)
- 13. GAVI, the Vaccine Alliance
- 14. German Federal Ministry of Education and Research

- 15. Grand Challenges Canada
- 16. Imaginable Futures
- 17. International Development Research Centre (IDRC)
- 18. Italian Agency for Development Cooperation
- 19. LEGO Foundation
- 20. MacArthur Foundation
- 21. MasterCard Foundation
- 22. Medical Research Foundation (MRF)
- 23. Meridian Institute
- 24. Medicines for Malaria Venture (MMV)
- 25. New Venture Fund
- 26. National Institutes of Health (NIH)
- 27. National Institute for Health Research (NIHR)
- 28. Norwegian Agency for Development Cooperation (NORAD)

- 29. Open Society Foundation
- 30. Reckitt Global Hygiene Institute (RGHI)
- 31. Rockefeller Foundation
- 32. Science for Africa Foundation
- 33. Swedish International Development Cooperation Agency (SIDA)
- 34. UKAID FSD Africa
- 35. UKRI-MRC
- 36. Uppsala Monitoring Centre (UMC)
- 37. USAID
- 38. Wellcome
- 39. Wellspring Philanthropic Fund
- 40. The Willam and Flora Hewlett Foundation
- 41. The World Bank



# **Partners**

- 1. 3ie
- 2. African Renaissance
- 3. African Union Development Agency (AUDA-NEPAD)
- 4. Agence Nationale de la Recherche (ANR)
- 5. Agency for Research and Development Initiative
- 6. AKADEMIYA2063
- 7. Alan Turing Institute
- 8. Amref International University
- 9. Amsterdam Institute For Global Health & Development
- 10. Boston Consulting Group (BCG)
- 11. Brac Institute of Governance and Development (BIGD)
- 12. Brown University
- 13. Center for Global Development
- 14. Centre for Social Research University of Malawi

- 15. Clinical Research Unit of Nanoro (Burkina Faso)
- 16. Clinton Health Access Initiative
- 17. Columbia University
- Committee on Data of the International Science Council (CODATA)
- 19. Community Empowerment and Media Initiative (CEMI-K)
- 20. Development Gateway
- 21. Development Initiatives
- 22. Douala General Hospital
- 23. Drexel University
- 24. East Central and Southern Africa Health Community (ECSA-HS)
- 25. École Nationale d'Ingénieurs (Mali)
- 26. Economics and HIV/AIDS Research Division
- 27. Eden University (Zambia)
- 28. Eduardo Mondlane University (Mozambique)
- 29. Egyptian Center for Innovation and

Technology Development (ECITD)

- 30. ENDA Santé
- 31. European Clinical Research Infrastructure Network (ECRIN)
- 32. George Washington University
- 33. Ghana School of Public Health
- 34. Guttmacher Institute
- 35. Health Development Initiative-Rwanda
- 36. Digital Health & AI Research Collaborative (I-DAIR /IHEID)
- 37. IDInsight
- 38. Ifakara Health Institute
- 39. Indepth Network
- 40. Innovation for Poverty Action
- 41. Institut de Recherche en Sciences de la Santé
- 42. Institut de Santé et Développement
- 43. Institut Médical Evangélique (IME) de Kimpese (DRC)

- 44. Institut National de la Santé et de la Recherche Médicale (INSERM)
- 45. Institut National de la Statistique (INS-Niger)
- 46. Institut National de Santé Publique (National Institute of Public Health)
- 47. Institut Supérieur des Sciences de la Population
- 48. Institute for Population Studies (IPS)
- 49. Institute of Empirical Research in the Political Economy
- 50. Institute of Tropical Medicine (ITM) Antwerp
- 51. Instituto De Salud Carlos Iii (ISCIII)
- 52. International Centre of Insect Physiology and Ecology (icipe)
- 53. International Day of the African Child and Youth (IDAY) Network
- 54. International Food Policy Research Institute
- 55. International Livestock Research Institute (Kenya and Senegal)
- 56. International Rescue Committee (IRC)

- 57. International Research and Development (IRD)
- 58. lpas
- 59. International Union for the Scientific Study of Population (IUSSP)
- 60. Jaramogi Oginga Odinga University of Science and Technology (KE)
- 61. Johns Hopkins University
- 62. Kamuzu University of Health Sciences (Malawi)
- 63. KEMRI Wellcome Trust Program
- 64. Kenya National Hospital
- 65. Kenyatta University Teaching Referral and Research Hospital
- 66. Kidogo
- 67. Laboratoire National de l'Elevage et de Recherches Vétérinaires (LNERV) (Senegal)
- 68. Liverpool School of Tropical Medicine (LSTM)
- 69. London School of Hygiene and Tropical Medicine (LSHTM)
- 70. Loughborough University
- 71. Lund University

- 72. Makerere University
- 73. Malawi Epidemiology and Intervention Research Unit (MEIRU)
- 74. Mbarara University of Science and Technology
- 75. Ministero Della Salute (Italy Ministry of Health)
- 76. Miss Koch Kenya
- 77. Moi University
- 78. MRC/Wits Rural Public Health and Health Transitions Unit (Agincourt)
- 79. Mwengenye Lifestyle CBO
- 80. National Commission for Science, Technology and Innovation- Kenya
- 81. Nazi Boni University (Burkina Faso)
- 82. North-West University Busara Center for Behavioural Economics
- 83. Obafemi Awolowo University
- 84. Oxfam-lbis
- 85. Planned Parenthood Global
- 86. Policy Cures Research

- 87. Population Council
- 88. Raising Voices
- 89. Regional Consortium for Research on the Generational Economy (CREG)
- 90. Resources Oriented Development Initiative
- 91. RTI International
- 92. Rutgers
- 93. Save the Children
- 94. Sciensano
- 95. Sociedad Para El Fomento de la Innovación Tecnológica SI (INNOVATEC)
- 96. South African Medical Research Council (SA-MRC)
- 97. South African Population Research Infrastructure Network (SAPRIN)
- 98. Southern Hemisphere
- 99. Statistics Sierra Leone
- 100. Stellenbosch University
- 101. Tetra Tech Technologies

- 102.The MRC Unit The Gambia at the London School of Hygiene & Tropical Medicine
- 103. The University of Dodoma
- 104. Tony Blair Institute (TBI)
- 105.U-Tena
- 106.Uganda Schistosomiasis Multidisciplinary Research
- 107.UN Women
- 108.UNDP
- 109.UNFPA
- 110.UNICEF
- 111. University College London
- 112. University Court of the University of Glasgow
- 113. University Medical Center Utrecht
- 114. University of Bristol
- 115. University of California Berkeley
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- 130. University of the Western Cape
- 131. University of the Witwatersrand
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- 133. University of Zambia
- 134.WHO
- 135. Wits Health Consortium









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