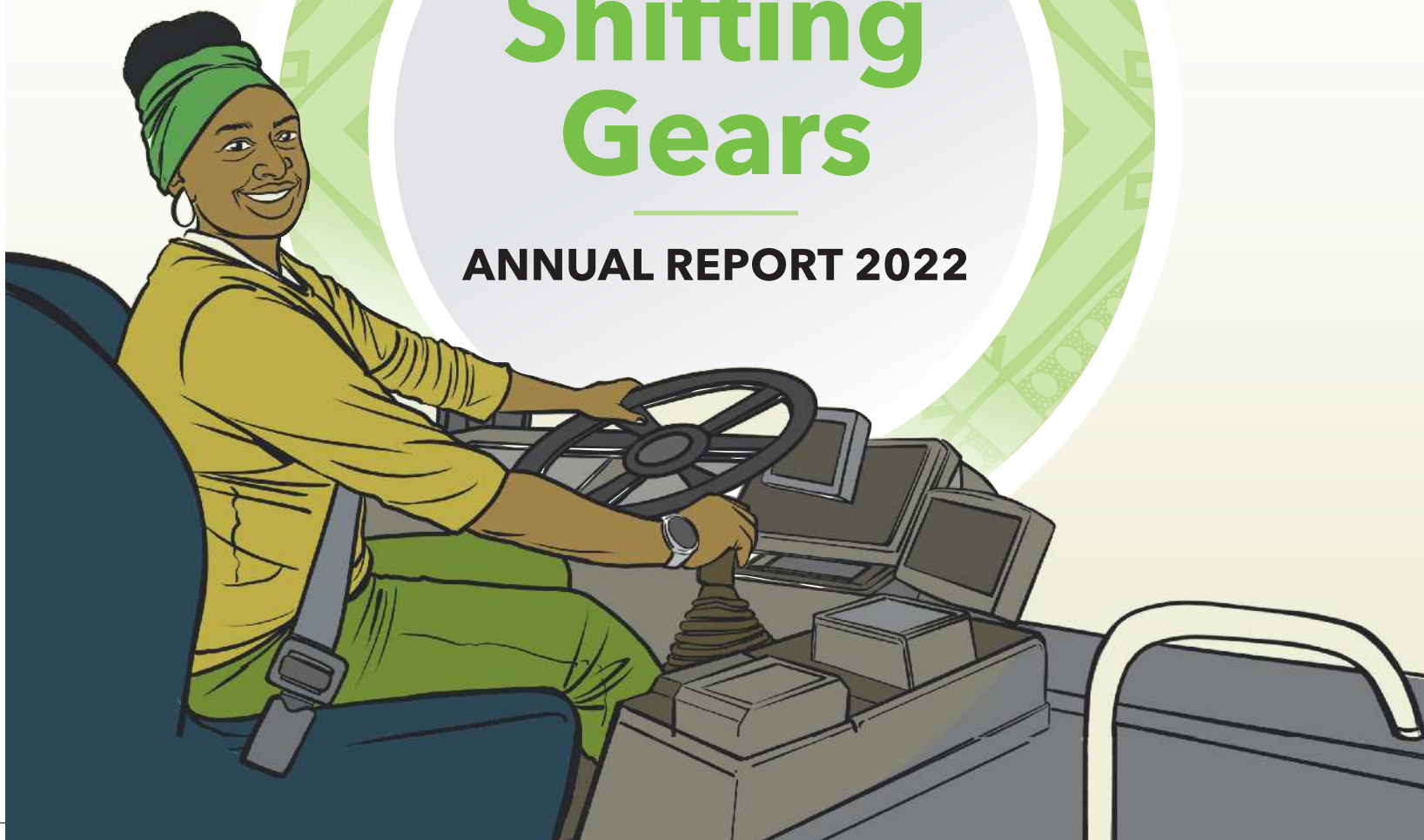




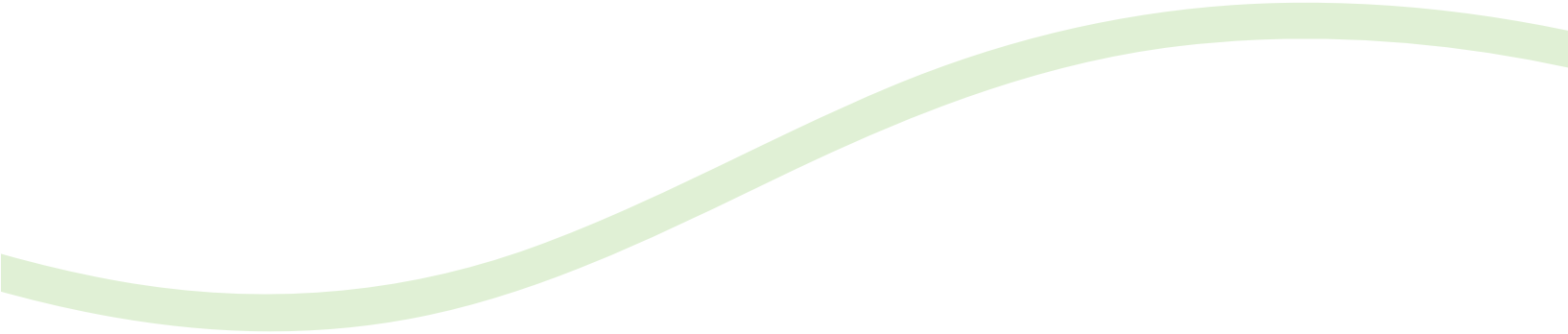
African Population and  
Health Research Center

# Shifting Gears

**ANNUAL REPORT 2022**



SHIFTING GEARS



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# Introduction

The 2022 annual report looks back on the year we shifted to a new strategic period, 2022-2026. It takes stock of our progress, initiating strategic shifts in the Center's operations. Our achievements in 2022 reflect the Center's strong momentum and willingness to embrace change and take calculated risks.

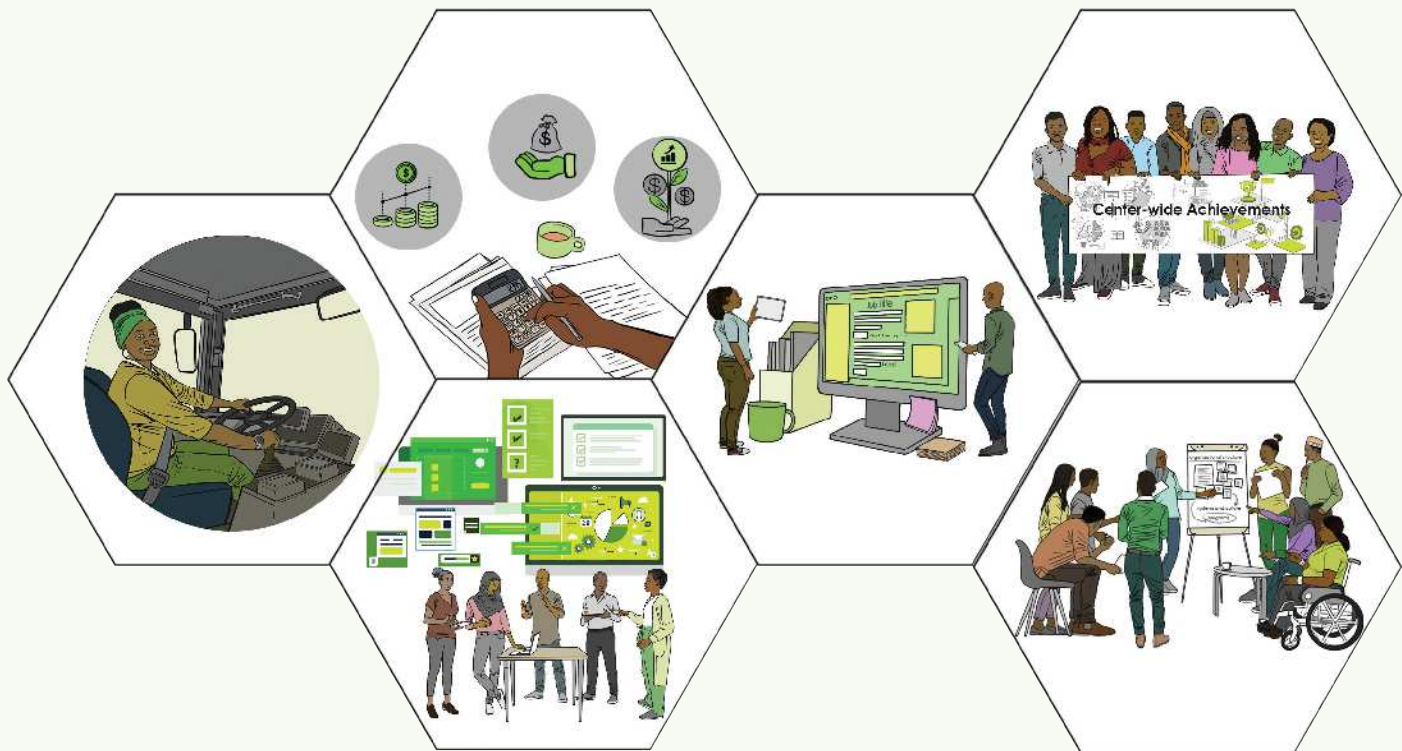
In the past year, APHRC has experienced many wins and immense growth, building on the legacy of the past two decades since it began independent operations. With an expanded portfolio and increased collaborators, we have remained steadfast in our commitment to producing scientific evidence relevant to the African context and nurturing strong African research leadership to address the continent's development challenges.

We have shifted our approach and how we work in line with the new strategic plan and paused to reflect on the Center's growth, reinvigorate our culture, and incorporate new perspectives to inform our direction in the next five years.

Like a classic automobile, the Center constantly needs to switch gears, change lanes, and make the occasional pit stop to refuel and undertake maintenance. We, therefore, describe our achievements in 2022 from the driver's seat, with one eye on the dashboard, another on the road, and one hand on the gear shaft.

So hop in and buckle up as we reflect on our journey throughout the year, even as we look forward to the future.





# Remarks by the Board Chair and the Executive Director



**Bunmi Makinwa**  
**Board chair**

The year 2022 was noteworthy for APHRC. Coming on the heels of commemorating our 20th Anniversary, the Center came of age as a credible African voice for global health equity as the COVID-19 pandemic waned and left in its wake the gross inequalities it had exposed.

Following many months of introspection on the Center's strategic direction, we launched the 2022-2026 strategic plan - our roadmap to be a transformative force on the continent. Significantly, we positioned the Center as a catalyst to strengthen the African research and development (R&D) ecosystem. We moved from a focus on individual and institutional capacity strengthening to system-wide change - addressing the structural barriers to sustainable R&D capacity on the continent, which were a major driver of the gross inequalities the continent experienced in its response to the pandemic.

The need for a strong African institution leading efforts for system-wide change in the R&D ecosystem was validated with funding for a major initiative to increase the visibility of African academics, scientists, and major institutions in implementation research. The initiative will improve the findability of African

scientists and connect them and other partners from across the world and to major science funding bodies. Through this initiative, we will also establish a resource for multi-disciplinary data creation, harmonization, standardization, sharing, and analysis for academic institutions on the continent.

The Center's place as a leading African institution was cemented through an award to lead a consortium of 23 partners from four regions of the world, widening the Center's reach and influence beyond Africa. Furthermore, through a greatly improved impact tracking approach, the Center documented tens of policy wins in multiple countries on the continent.

The Center also achieved the highest certification for robust finance and grant management practices under the Good Financial Grant Practice (GFGP) standard - the world's first international standard in grant management. We nonetheless continued to bolster our internal systems and processes by embarking on the Center's first-ever Organizational Effectiveness Assessment. The assessment was conducted to ascertain our ability to achieve the bold vision we set for ourselves in the 2022-2026 Strategic Plan. It examined our strategic orientation, organizational structure, programs, culture, and systems as we seek to reaffirm our accountability to and build on the trust of our partners and funders.

We rely on our committed staff to continue and achieve significant outcomes in the work that we do. We are profoundly grateful for the collective support of our partners: funders, governments, academia, and civil society, who have shared in our vision and given meaning to our work, and we thank you for your continued partnership as we envision a better future for Africa and its people.

**Bunmi Makinwa and Catherine Kyobutungi**



**Catherine Kyobutungi**  
**Executive Director**

# Spotlight on 2022



### Good Financial Grant Practice Platinum Status:

The Center received the highest certification for robust finance and grant management practices under the Good Financial Grant Practice (GFGP) standard. The GFGP is the world's first international standard in grant management administered by the African Academy of Sciences. APHRC is now compliant with the GFGP requirements at the Platinum level following a rigorous review of the institution's human resources, finance, and procurement processes by the audit firm PricewaterhouseCoopers.

### National Philanthropic Trust Award:

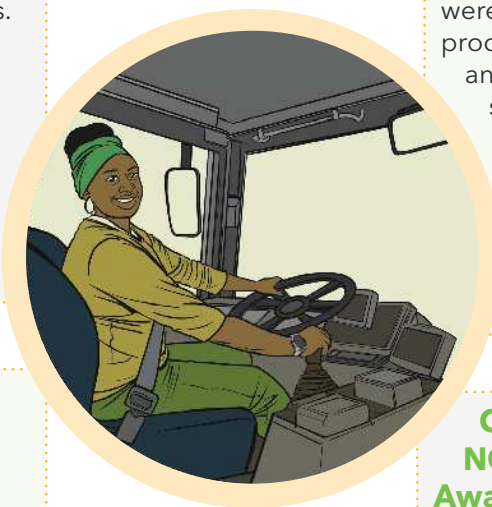
APHRC was among organizations that received unrestricted funding from Mackenzie Scott through the National Philanthropic Trust, amounting to USD 15 million in March 2022. In her announcement, Mackenzie Scott said that the organizations were selected following a rigorous process terming them as remarkable and with a strong track record of serving under-supported needs. The unprecedented award is a testament to the impact of our work over the last two decades and the visibility the Center enjoys beyond the African continent.

### Global Healthy Workplaces Award:

APHRC was crowned the Global Healthy Workplaces Award winner in the SME category by the Global Centre for Healthy Workplaces - the first African winner in any category in the Award's ten-year history. This recognition affirmed the measures instituted by the Center over the years to champion staff wellbeing.

### Champions of Governance NGO/Humanitarian Sector Award - Kenya:

The Center received recognition for its practices in good corporate governance in the humanitarian sector. The Institute of Certified Secretaries of Kenya issued the Award during the 11th edition of the ceremony, following an assessment of the Center's governance policies, processes, and procedures.





# 2022 by the Numbers

## Fellowships, training, and internships:

The Center continued its capacity strengthening initiatives and expanded into other areas



14

14 fellows completed their PhDs under the Consortium for Advanced Research Training in Africa (CARTA), the Center's flagship doctoral fellowship program.



15

Through a new partnership with Amref International University and Jaramogi Oginga Odinga University of Science and Technology in Kenya, the Center offered 15 master's degree fellowships within the EDCTP-CDAE program.

402

402 participants enrolled for the Center's short courses, a 35% increase from 2021.



# Publications

## 44

44 fellowships were awarded to participants from 30 countries across the globe as part of a new partnership with the Emerging Voices for Global Health (EV4GH) – a multi-partner blended training program for emerging health systems professionals interested in becoming change-makers in global health.

## 25

25 upcoming professionals were hosted as interns in the Center's various programs, a 14% increase from 2021.



## 21

91% increase from 2021

**Policy briefs**



## 143

16% increase from 2021

**Peer-reviewed journal articles**



## 21

24% increase from 2021

**Technical reports**

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# Taking it to 180 and Beyond



In 2022, APHRC maintained its commitment to excellence as an established thought leader in research and policy influence in Africa. We experienced prodigious growth in our operations, governance, and programmatic profile, solidifying the Center's place regionally and globally as a critical player in the evidence-informed decision-making space. The collective effort of our teams is evident in the many momentous wins, particularly on the policy front across the region.

Keeping with our new strategic plan, we are accelerating our efforts toward greater policy impact. In 2022, we saw evidence generated over the years through different programs contribute to government policies, frameworks, guidelines, and strategies in the region. We documented 21 policy wins in Kenya, Malawi, Sierra Leone, Mozambique, and Liberia thanks to a robust Monitoring, Evaluation, and Learning framework. The Center's contribution to policies across Africa was particularly notable in sexual and reproductive health and rights, maternal, newborn, and child health, nutrition, urban health, non-communicable diseases, sanitation, youth empowerment, and early childhood education. Below we highlight a few policy wins.

**At the continental level,** our recommendation to invest in technology-driven solutions to expand and enhance access to sexual and reproductive health services based on a study in Burkina Faso, Ethiopia, Kenya, Malawi, and Uganda was endorsed by the African Commission on Human and Peoples Rights (ACHPR) Special Rapporteur for Women's Rights in Africa.

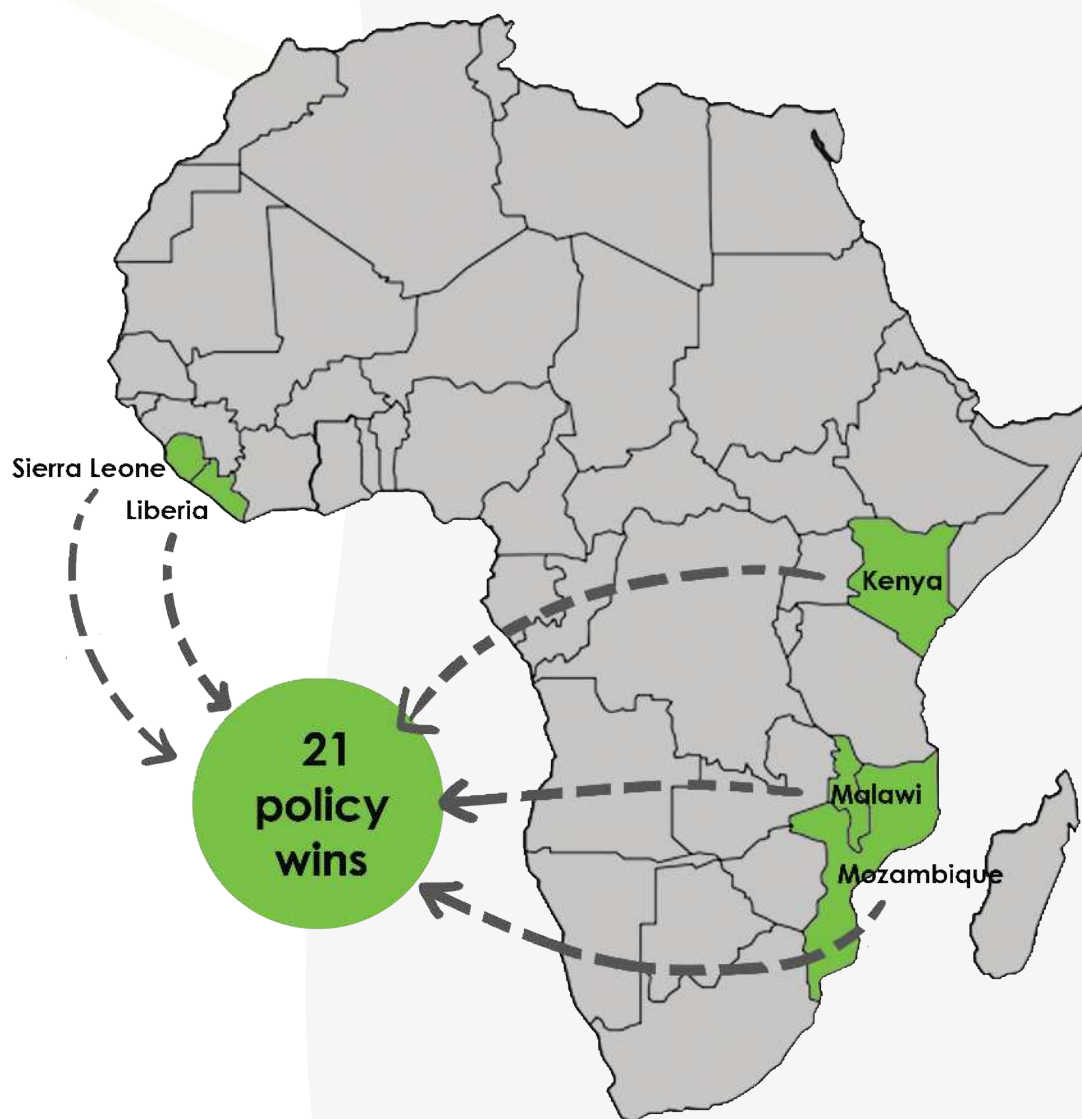
**Regionally,** APHRC conducted a study on abortion incidence and the severity of related complications in Sierra Leone in collaboration with the Ministry of Health Sierra Leone, Statistics Sierra Leone, and the Guttmacher Institute. The findings have informed the Safe Motherhood Bill, which aims to reduce maternal mortality and improve maternal health outcomes. The Bill has been gazetted and is set to be tabled in parliament for adoption. In Burkina Faso and Malawi, our studies on understanding the lived experiences of pregnant and parenting adolescents have informed the national policy on school re-entry for teenage mothers.

**Closer home,** the Center participated in developing the new Adolescents and Young People Reproductive Health policies towards enhancing the sexual and reproductive health status of adolescents and young people in Kenya. Further, partnering with Kenya's National Council for Population and Development, we facilitated stakeholder dialogue on assessing drivers of pregnancy, HIV infection, and sexual and gender-based violence among adolescents in 11 counties across the country.

**Within the education sector,** evidence from our work on parental engagement in education and youth empowerment has informed the review of the parental empowerment and engagement policy, guidelines, and programs in Kenya. Moreover, our research in Early Childhood Development informed the ongoing revision of the Nairobi Childcare Facilities Act of 2017.



The Center's contribution to policies across Africa was particularly notable in sexual and reproductive health and rights, maternal, newborn, and child health, nutrition, urban health, non-communicable diseases, sanitation, youth empowerment, and early childhood education.



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# Changing Lanes





## Under the IDRC-funded Women RISE initiative,

APHRC has been the lead Health Policy and Research Organization, working with 23 research teams across five continents

Reflecting on our growth over the last 20 years, we recognized the need for strategic shifts in some of our approaches, processes, and practices. As the organization's influence in research and policy drew greater recognition regionally and globally, we explored new frontiers for our work geographically and programmatically. These efforts embodied the spirit of our new strategic plan.

Under the IDRC-funded Women RISE initiative, APHRC has been the lead Health Policy and Research Organization, working with 23 research teams across five continents to facilitate knowledge mobilization, capacity building, and networking. This is new territory

for the Center as it expands its reach to other regions of the world. The initiative aims to support action-oriented, gender-transformative research on how women's health intersects with their work – paid or unpaid – in the global COVID-19 response and recovery.

To strengthen our approach to policy engagement, we conducted netmapping of our key stakeholders across priority sectors and embarked on documenting APHRC's in-house policy engagement models. We are devising ways to institutionalize this through a standard approach that can be adopted for use at the Center. Building on this work, an organizational policy engagement strategy is underway to strengthen our impact pathways.

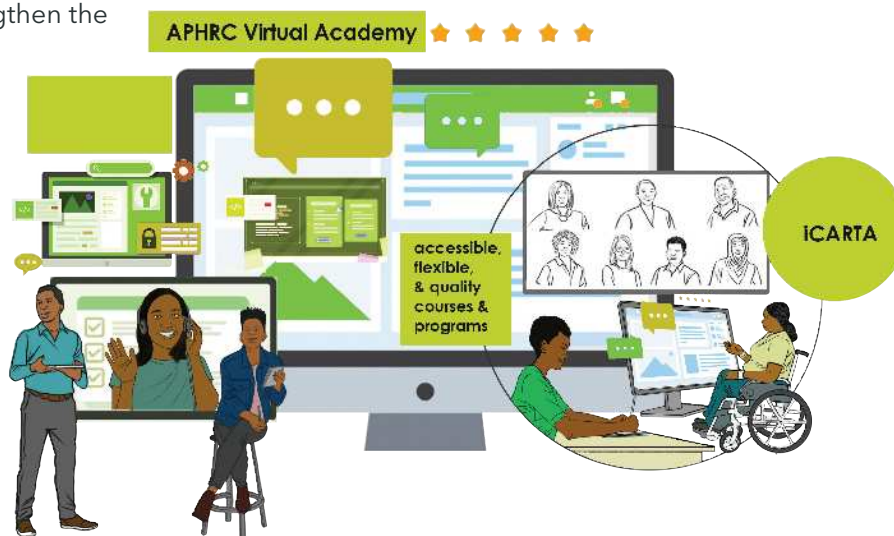
On the research and related capacity strengthening front, through the Catalyze Impact project in Ethiopia, Kenya and Nigeria, we are working to connect African research institutions and governments for increased production, adoption, and utilization of research evidence and innovations by sub-national and national governments. The project is also working to enhance the visibility of African researchers and institutions and increase their capacity to receive funding directly from major research funders for increased African-led implementation research initiatives. Catalyze Impact is the Center's first initiative designed under the new strategy to address systemic issues in the African R&D ecosystem.

Moreover, through our flagship doctoral fellowship program, we launched iCARTA - Institutionalization of the Consortium for Advanced Research Training in Africa (CARTA) program to digitize resources on CARTA's proven interventions and strengthen the capacity of partner institutions to adopt them in Ph.D. training and building research-supportive environments.

Last year, the Center's Virtual Academy, set up in response to the COVID-19 pandemic, moved closer to a fully operational platform. We set up communities of practice, delivered the first set of courses to train the facilitators in online instructional design, and developed three project-based courses.

Our learning mindset in internal and external engagements has meant that

we are continually innovating to be better at what we do. In 2022, the Center adopted a more guided approach to fostering innovation in its program design by launching the Big Ideas and Pipeline Ideas mechanisms. The Big Ideas mechanism is envisaged to nurture nascent ideas into competitive proposals through much-needed engagement with critical stakeholders in co-designing ideas aligned to our policy goals and long-term impact. The Pipeline Ideas mechanism aims to encourage early career professionals at the Center to innovate and develop niche areas. For the inaugural round, 12 entries were registered, of which eight ideas were awarded a sum of 300,000 USD to pilot and refine the ideas further. We expect this mechanism to be a major driver of the Center's future growth and in designing Center-led initiatives relevant to the local context.





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# The Pit Stop



Amidst the continuity of programs and rolling out a new strategy, 2022 was still an opportune time for us to pause, take stock of our institutional health, and undertake some maintenance in readiness for the journey ahead. We sought to improve and strengthen our processes and practices and evaluate our internal capabilities in three ways:



### **Institutionalizing monitoring and evaluation:**

A corporate monitoring and evaluation unit was constituted to track and assess organizational performance against the Center's strategic objectives. Guided by a newly developed theory of change, the unit is leading efforts to capture APHRC's performance on outputs, impact, and influence. Further, the unit has developed mechanisms to pause, reflect on progress, and change tack if necessary.



### **Organizational Effectiveness Assessment:**

The Center undertook an organizational effectiveness assessment – the first in the Center's history – to examine our capability to achieve the bold vision we have set for ourselves. The Social Impact Capability Framework was used to drive this assessment which requires an organization to first take stock of its collective awareness and readiness, as reflected in its internal operations, before trying to achieve social impact externally. The exercise assessed APHRC's strategic orientation; program coherence and

relevance; organizational structure; staffing, capacity and culture; systems and processes; resource mobilization and funding; quality assurance and compliance, and how strategic alignment and leadership keep all these elements in balance.



### **Job evaluation:**

In line with APHRC's commitment to fostering a people-centered approach to talent management and maintaining an enabling institutional culture, we commissioned a job evaluation exercise guided by the principle of "equal pay for work of equal value." The job evaluation will enable the Center to achieve its internal equity goals. At the same time, the process will help us operationalize the new strategy by grading more than 15 new positions created in the new organizational structure.



# Tribute to Dr. Pauline Bakibinga



On July 30, 2022, our colleague, friend, and mentor left us.

Pauline was witty, candid yet kind, with an electric smile and a distinct laugh that still rings in our ears. She was the queen of banter, never without a joke whenever one met her in the office corridors, the staff kitchen, or during meetings. Our last encounter with her on a Zoom call on July 18 is still fresh in our memories.

Pauline gave her time to many communities in Kenya and Uganda. She was an extraordinary mentor to young, upcoming scientists in her networks; a woman of faith

who loved to sing; the leader of the Catholic community at APHRC; and a resourceful alumni to her alma mater Mbarara University of Science and Technology.

We remember Pauline - the generous giver, the early riser who got to the office before everyone else, the impatient optimist and fashionista-in-residence. We remember with profound respect a colleague who never did things in halves. She forged deep, meaningful relationships with family, colleagues at work, and many other communities wherever she went. She challenged us to love and care deeply about what matters to us.

In Pauline, we lost a wonderful colleague, a friend, an outstanding scientist, and a fearless African woman. She was in the prime of her research career and had been awarded the first Tuman Corrah Award for Research Excellence in Africa a few days before she passed on. The world is poorer at her loss.

The late Dr. Pauline Bakibinga joined APHRC in 2013 as a postdoctoral fellow soon after completing her Ph.D. at the University of Bergen. She completed her fellowship and was offered an Associate Research Scientist position, a position she held until her untimely demise.

**Rest with the angels, Pauline.**

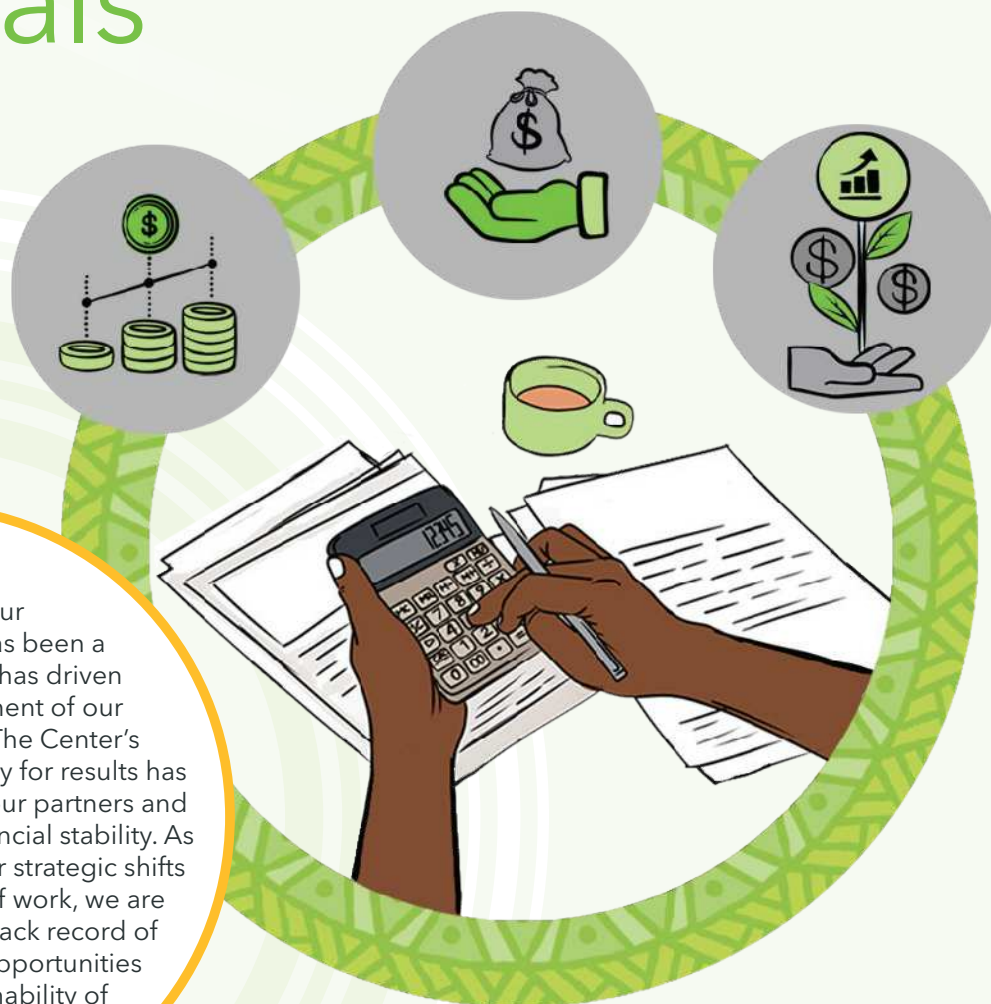


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# Financials

At the core of our accelerated growth has been a culture of integrity that has driven the continual enhancement of our systems and processes. The Center's commitment to accountability for results has forged greater trust among our partners and funders and fostered our financial stability. As we look to operationalize our strategic shifts and expand our portfolio of work, we are keen on maintaining this track record of success while pursuing opportunities for the financial sustainability of the Center's operations.





## Income vs Expenditure

Category	2022 (in USD)	2021 (in USD)	Percentage (%) Increase
Income	41,695,094	22,719,111	84% increase
Expenditure	25,117,981	20,784,479	21% increase

### Income breakdown

Category	Restricted	Unrestricted	2022	2021
Grant income	20,501,362	18,840,305	39,341,667	21,495,023
Other income		1,742,522	1,742,522	1,030,782
<b>Total</b>	<b>20,501,362</b>	<b>20,582,827</b>	<b>41,084,189</b>	<b>22,525,805</b>

### Expenditure breakdown

Sources of expenditure	Restricted	Unrestricted	2022	2021
Direct programme expenses	20,501,362	762,922	21,264,284	18,020,551
Administration and support		3,853,697	3,853,697	2,763,928
<b>Total</b>	<b>20,501,362</b>	<b>4,616,619</b>	<b>25,117,981</b>	<b>20,784,479</b>

Surplus	Restricted	Unrestricted	Total 2022	Total 2021
Net operating income		15,966,208	15,966,208	1,741,326
Finance income		610,905	610,905	193,306

<b>Surplus for the year</b>		<b>16,577,113</b>	<b>16,577,113</b>	<b>1,934,632</b>
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Other comprehensive income, net of tax	Restricted	Unrestricted	Total 2022	Total 2021
Total comprehensive income		<b>16,577,113</b>	<b>16,577,113</b>	<b>1,934,632</b>

(\*Amounts are in USD)

## Assets, Fund balances and liabilities

### Assets

	2022	2021
<b>Total</b>	<b>12,723,260</b>	<b>12,734,573</b>

### Non-current assets

<b>Non-current assets</b>	<b>2022</b>	<b>2021</b>
Property and equipment	12,723,260	12,725,791
Intangible assets	0	8,782

### Total non-current assets

### Current assets

<b>Current assets</b>	<b>2022</b>	<b>2021</b>
Cash and Bank balances	37,916,627	15,635,764
Debtors and deposits	2,625,295	1,269,722
Grant receivable	3,527,625	2,127,163
<b>Total current assets</b>	<b>44,069,547</b>	<b>19,032,649</b>

### Total assets

	2022	2021
<b>Total assets</b>	<b>56,792,807</b>	<b>31,767,222</b>

### Fund balances and liabilities

	2022	2021
<b>Cash and Bank balances</b>	<b>33,447,523</b>	<b>16,613,247</b>

### Total liabilities

	2022	2021
<b>Total liabilities</b>	<b>33,447,523</b>	<b>16,613,247</b>

### Total fund balance and liabilities

	2022	2021
<b>Total fund balance and liabilities</b>	<b>56,792,807</b>	<b>31,767,222</b>



Total Assets

**TOTAL 2021**

**USD 56,792,807**

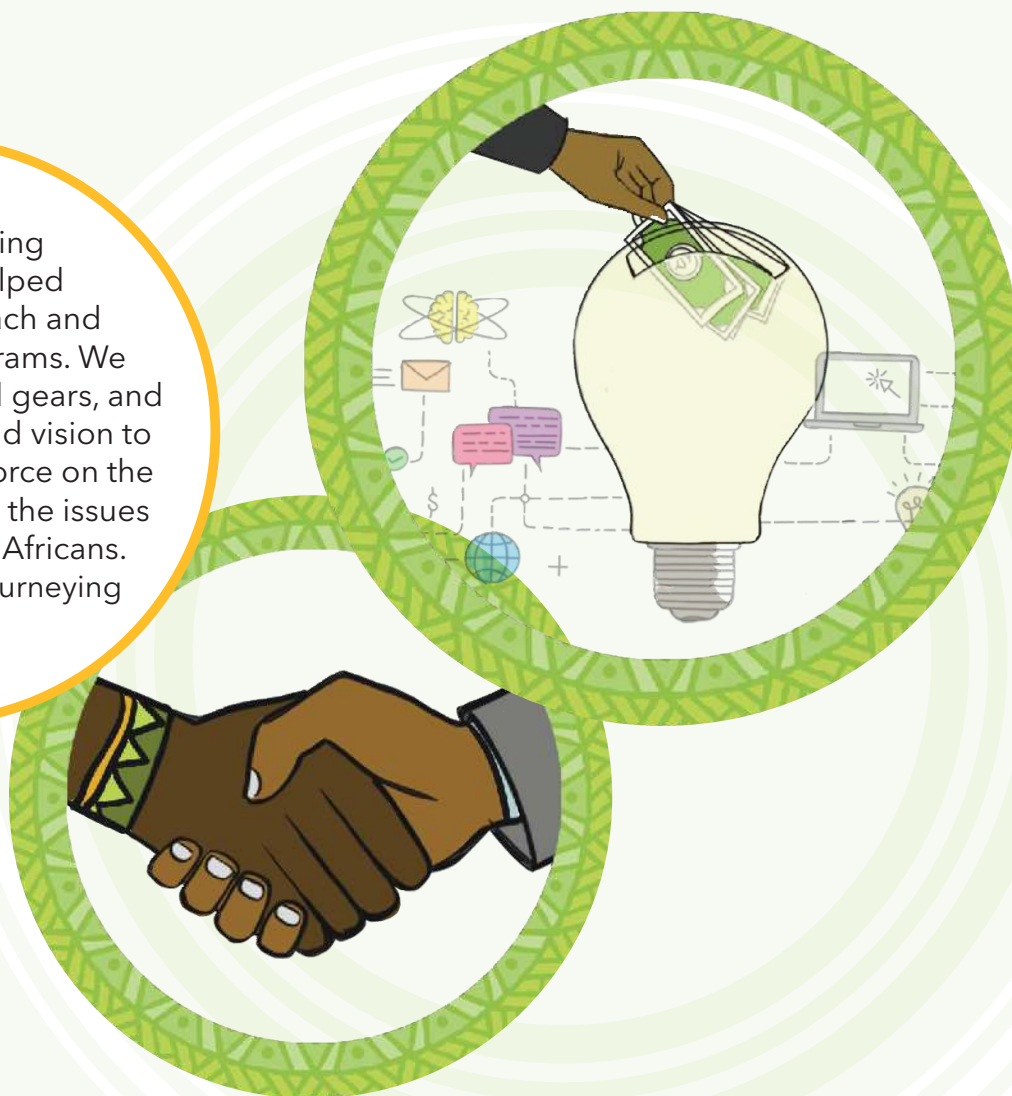
**TOTAL 2021**

**USD 31,767,222**

(\*Amounts are in USD)

# Funders and Partners

Your unwavering support has helped us expand the reach and impact of our programs. We took big leaps, shifted gears, and you shared in our bold vision to be a transformative force on the continent, advancing the issues that matter most to Africans. We thank you for journeying with us.





## Funders

Africa Research Excellence Fund (AREF)  
 Bill & Melinda Gates Foundation  
 The British Academy  
 Carnegie Corporation of New York  
 Children's Investment Fund Foundation (CIFF)  
 DAAD (The German Academic Exchange Service)  
 Danish International Development Agency (DANIDA)  
 The David and Lucile Packard Foundation  
 Dutch Foreign Affairs Ministry  
 Echidna Giving  
 The European and Developing Countries Clinical Trials Partnership (EDCTP)  
 Elrha  
 European Commission  
 Foreign Commonwealth and Development Office (FCDO)  
 Gates Ventures  
 International Development Research Centre (IDRC)  
 Italian Agency for Development Cooperation  
 Manitou Fund  
 National Institute for Health and Care Research (NIHR)  
 New Venture Fund  
 National Institutes of Health (NIH)  
 Norwegian Agency for Development Cooperation (NORAD)  
 Pivotal Ventures  
 The Rockefeller Foundation  
 Science Foundation for Africa  
 Slovak Agency for International Development (SlovakAid)  
 Swedish International Development Cooperation Agency (Sida)  
 The Royal Society  
 UKRI GCRF (Global Challenges Research Fund)  
 UKRI MRC (Medical Research Council)  
 The United States Agency for International Development (USAID)  
 Uppsala Monitoring Centre (UMC)  
 Wellcome  
 Wellsprings Philanthropic Fund  
 The William and Flora Hewlett Foundation

## Partners

International Initiative for Impact Evaluation (3ie)  
 Africa Early Childhood Network (AfECN)  
 Africa Academy of Sciences (AAS), Kenya  
 African Renaissance  
 Aga Khan University, Kenya  
 Agincourt MRC, South Africa  
 Akademiya 2063  
 Amref Health Africa, Kenya  
 Amsterdam Institute for Global Health and Development, Netherlands  
 Amsterdam School of Economics, Netherlands  
 Beyond Initiative for Social Concern (BISC)  
 Boston Consulting Group (BCG)  
 Brac Institute of Governance and Development (BIGD), Bangladesh  
 Brac University, Bangladesh  
 Brown University, USA  
 Canadian Coalition for the Global Health Research, Canada  
 Cardiff University, UK  
 Center for Global Development, USA  
 Centre for Social Research (CSR), University of Malawi, Malawi  
 CitiesArise  
 Climate Service Center Germany (GERICS), Germany  
 Consortium for Research on the Generational Economy (CREG)  
 Development Gateway  
 Drexel University, USA  
 East Africa National Networks of AIDS and Health Service Organisations (EANNASO)  
 Economic Policy Research Centre, Uganda  
 ESE: O, Chile  
 Ethiopia Public Health Institution, Ethiopia  
 Ghetto Achievers, Kenya

## Partners

Gothenburg University, Sweden  
 Gutmacher Institute, USA  
 Harvard University, USA  
 Highridge Development Group  
 Hivos  
 Household of Love  
 HR Alliance  
 Hygiene and Behaviour Change Coalition  
 ICIPE, Kenya  
 ICLEI Africa  
 I-DAIR, Switzerland  
 IDinsight, USA  
 IDVIK  
 Ifakara Health Institute, Tanzania  
 Institute for Population Studies (IPS)  
 Institute of Tropical Medicine (ITM)  
 Antwerp, Belgium  
 Institute on Inequalities in Global Health,  
 University of Southern California, USA  
 Institut National de la Statistique (INS-  
 Niger), Niger  
 Institut national de santé publique  
 Institut de Santé et Développement  
 Institut Supérieur Des Sciences De La  
 Population (ISSP), Burkina Faso  
 International Union for the Scientific Study  
 of Population (IUSSP)  
 Ipas  
 Jaramogi Oginga Odinga University of  
 Science and Technology, Kenya  
 Joep Lange Institute, Netherlands  
 Kamuzu University of Health Sciences,  
 Malawi  
 Kenya Medical Research Institute (KEMRI),  
 Kenya  
 Kidogo, Kenya  
 Kingstone Unity CBO, Kenya  
 Koch FM, Kenya  
 Komb Green, Kenya

Light and Hope Centre, Kenya  
 Little Bells, Kenya  
 Liverpool School of Tropical Medicine-  
 LSTM, UK  
 London School of Hygiene and Tropical  
 Medicine-LSHTM, UK  
 Loughborough University, UK  
 Maisha Girls, Kenya  
 Makerere Centre for Health and  
 Population Research, Uganda  
 Makerere University, Uganda  
 Malawi Epidemiology and Intervention  
 Research Unit (MEIRU), Malawi  
 Meridian Institute  
 Ministry of Education, Kenya  
 Ministry of Health, Kenya  
 Ministry of Water, Sanitation and  
 Irrigation, Kenya  
 Miss Koch, Kenya  
 Moi University, Kenya  
 Mukuru Daima Youth, Kenya  
 Network of African Science Academies  
 (NASAC), Kenya  
 Novo Nordisk  
 Obafemi Awolowo University, Nigeria  
 Oxfam International, Kenya  
 PATH, USA  
 Population Council, Kenya  
 Population Reference Bureau (PRB)  
 Public Library of Science (PLOS), USA  
 Reckitt Global Hygiene Institute (RGHI)  
 Research and Communication Services  
 (RCS) Limited  
 RTI International, USA  
 Rutgers University, USA  
 Stichting PharmAccess International,  
 Netherlands  
 Sciensano  
 Sinai Ghetto Shiners, Kenya

Sinai Paradise Youth, Kenya  
 SIYD  
 Slum Child Foundation  
 Swiss Tropical and Public Health Institute,  
 Switzerland  
 Team Revolution  
 Tetra Tech International  
 Tony Blair Institute (TBI)  
 Uchumi Ni Sisi Youth Group, Kenya  
 Umea University, Sweden  
 UNAIDS  
 UNDP  
 UNFPA  
 UN Women  
 UNICEF - USA  
 University of Bergen, Norway  
 University of Bristol, UK  
 University of California, USA  
 University of Cape Town, South Africa  
 University of Chile, Chile  
 University College London, UK  
 University of Copenhagen, Denmark  
 University of Ghana, Ghana  
 University of Ibadan, Nigeria  
 University of Malawi, Malawi  
 University of Maryland, USA  
 University of Nairobi, Kenya  
 University of Queensland, Australia  
 University of Rwanda, Rwanda  
 University of the Witwatersrand, South  
 Africa  
 University of Zambia, Zambia  
 University Research Co. (URC), USA  
 U-Tena, Kenya  
 Viwandani Comprehensive Community  
 Organization (VICCO), Kenya  
 Warwick University, UK  
 World Health Organization, Switzerland

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**African Population and  
Health Research Center**

Transforming lives in Africa through research

**African Population and Health Research Center**

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