



**AFIDEP**

African Institute for  
Development Policy

# Strategy 2030

**Bridging the Gaps Between Research, Policy and Practice**



**Using  
evidence  
to drive  
transformational  
change in  
Africa**



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# Foreword

It is with great enthusiasm that we present our organisation's Strategy 2025–2030. This document represents the collective vision, dedication and hard work of our Board, staff, and key stakeholders. This marks a pivot moment, not only for the African Institute for Development Policy (AFIDEP), but for Africa, as the continent accelerates efforts towards the achievement of the African Union (AU)'s Agenda 2063, and the United Nations 2030 Agenda for Sustainable Development (SDGs).

Since our establishment in 2010, AFIDEP has continually promoted evidence-informed decision-making (EIDM) across Africa, with Agenda 2063 aspirations and the SDGs intricately tied to our mission. Our new Strategy 2030 continues in the same spirit guided by our vision of "an Africa where evidence is used consistently to transform lives." Our mission is "to generate and translate evidence and support governments and other development actors to use it in decision-making."

The strategic planning process has been rigorous and inclusive. The Board and staff engaged in thoughtful discussions. We consulted our partners and carefully analysed the evolving landscape we operate in. The result is a set of strategic priorities, goals and objectives that will guide our actions and decisions over the next five years.

Our new strategy builds on our past achievements of helping to strengthen legal and policy frameworks, facilitating regional integration and cross-country learning, and building the community of practice for evidence-informed decision-making. For the next five years, we will work with more refined thematic areas of focus - as pillars



**Our Board is fully committed to supporting its implementation and to ensuring accountability at every step. We are confident that with the continued support of our funders, partners, and stakeholders, we will realise the ambitious outcomes outlined in this strategy.**

that underpin the success of national, regional and global development agendas. The Human Capital Development pillar optimises investments and actions to transform Africa's rapidly growing population into quality human capital. The thematic area of focus in this pillar are population dynamics and the demographic dividend, health and wellbeing, and education and skills development. The Sustainable Growth and Governance pillar strengthens governance institutions and systems and optimises the balance between economic empowerment of people and environment preservation across Africa. The thematic areas under this pillar are economic wellbeing, environmental and climate change, and governance and accountability.

Our thematic priorities will be anchored on our four strategic objectives: facilitating evidence generation and translation; strengthening institutional capacity for evidence use; deepening engagements and partnerships to enhance evidence use; and optimising internal systems to deliver our work.

As Board Chair, I am proud of the collaborative spirit that shaped this strategy. Our Board is fully committed to supporting its implementation and to ensuring accountability at every step. We are confident that with the continued support of our funders, partners, and stakeholders, we will realise the ambitious outcomes outlined in this strategy.

On behalf of the Board, I extend my gratitude to everyone who contributed to this process, including Dr Cheikh Seydil Mocket Mbacké and Dr John Mudany, who represented the Board in the consultative strategic planning process, working hand in hand with staff. Your collective wisdom, insights and commitment are the foundation of our success.

As we look ahead, I am confident that our organisation is well positioned to implement our strategic priorities, which reflect our shared vision. We invite you to join us on this journey as we work together to fulfil our mission with purpose and passion, creating lasting impact.

Sincerely,

**Elizabeth Lule**  
Board Chair, AFIDEP



## Introduction

I am honoured to present AFIDEP's Strategic Plan for 2025–2030, a pivotal blueprint to accelerate Africa's sustainable development through evidence-informed decision-making. The strategy reaffirms our unwavering commitment to ensure that evidence plays a central role in shaping the continent's efforts to achieve the African Union's Agenda 2063, the United Nations' Sustainable Development Goals (SDGs), and long-term national development visions.

The latest reports on the AU's seven aspirations and the SDGs reveal slow and uneven progress in Africa. Persistent disparities hinder inclusive growth and development, underscoring the urgent need for deliberate policies and strategic investments anchored on the best available evidence. Our new strategy will enable us to respond to these challenges by enhancing the generation, translation, and application of evidence to sustainable development. The role of evidence in shaping Africa's future is more valuable than ever, given the growing need for the continent to ensure financial and technical self-reliance and fully own and drive its development agenda.

Since its establishment in 2010, AFIDEP has been championing the role of evidence in public policy formulation and implementation across Africa. We believe that consistent use of evidence will help policymakers and other development actors set the right development priorities, design cost-effective interventions, allocate the continent's limited financial resources effectively, and improve the delivery of interventions to maximise returns to development investments.

The 2030 Strategy is the institute's third strategic plan, building on the strategies of 2015-2019 and 2020-2024. The institute's core mandate, focused on bridging the gaps between research, policy, and practice, has not changed. Over the past two decades, we have played a vital role in shaping policy formulation and resource allocation on interlinkages between development and population change, health, education, the environment, and climate change across Africa. We are proud of our recognition in 2023 by being awarded the UN Population Award for the ground-breaking work we have done in advising African governments to develop practical policies and investments to enable them to harness the full development potential of their youthful population through the demographic dividend.

We developed Strategy 2030 through an inclusive and highly consultative process involving our Board, staff, and key partners, including government officials, development actors, research organisations, and civil society. The strategy, therefore, reflects a shared commitment to harnessing evidence for impactful change. Under this strategy, we have organised our work around two programme areas – Human Capital Development and Sustainable Growth and Governance. Under the Human Capital Development pillar, we will deepen our work in helping African governments and other development actors turn the continent's rapidly growing youthful population into quality human capital to drive the continent's socioeconomic transformation and fill labour supply gaps in other continents.

The priority thematic areas in this pillar are population dynamics and the demographic dividend, health system strengthening, and sexual and reproductive health. Under the Sustainable Growth and Governance pillar, we have developed a new thematic area called Economic Wellbeing, where we will optimise the use of evidence to accelerate Africa's efforts to build financial and economic independence through improved public finance management, regional economic integration, job creation and economic empowerment of youth and women. The sustainability pillar will also enhance the effectiveness of Africa's governance institutions

in propelling the economic empowerment of its population and the linkages between climate change, the environment and development. Gender and equity are cross-cutting issues in all our work, and we will strengthen cross-sectoral collaboration to ensure holistic and integrated policy solutions.

To augment impact within and across our programme areas, we will anchor our work on four key strategic objectives: 1) facilitating evidence generation and translation by strengthening research and ensuring findings are accessible and usable for policymakers, 2) enhancing institutional capacity for evidence use by building the ability of governments and development actors to integrate evidence into decision-making, 3) deepening partnerships for greater impact by collaborating with local, regional, and global stakeholders to advance evidence use, and 4) optimising internal systems for delivery by strengthening AFIDEP's operational structures to implement our mandate effectively.

We will invest in facilitating real-time evidence use in policy and programme design, adopting a more proactive approach to policy engagement, and strengthening relationships with policymakers to ensure evidence directly influences decision-making processes. Additionally, we will enhance internal capacity by improving financial and operational management, talent development, and project delivery to maximise impact.

We aim to accelerate progress on Africa's development priorities through these strategic objectives, approaches and actions, ensuring that evidence remains central to transformative policies and programmes.

We extend our deepest gratitude to all who contributed to shaping this strategy—your insights and dedication reinforce the value of our mission. As we embark on this next phase, we invite all stakeholders to join us in driving an evidence-led transformation of the African continent.

**Dr Eliya Msiyaphazi Zulu**  
Executive Director, AFIDEP



# 01

## Who We Are

The African Institute for Development Policy (AFIDEP) is a non-profit research and policy institute established in 2010 to bridge the gaps between research, policy and practice in development efforts in Africa. At AFIDEP, we believe that evidence-driven policies, investments, and programmes are crucial for accelerated and sustainable development of Africa. Africa's most valuable resource is its people. Therefore, to achieve the socioeconomic transformation aspirations contained in Africa's Agenda 2063, and the 2030 Sustainable Development Goals (SDGs), strategic investments in Africa's people are essential. At AFIDEP, we put people at the centre of our programmes. As such, our work aims to contribute to developing *a healthy, educated, skilled, economically-empowered, and environmental-conscious people* who own their development agenda and actively hold their governments to account.

Since our establishment, AFIDEP has been at the forefront of advancing evidence-informed decision-making (EIDM) across Africa in order to accelerate progress towards key development goals. Over the years, we have built a reputation as a trusted partner

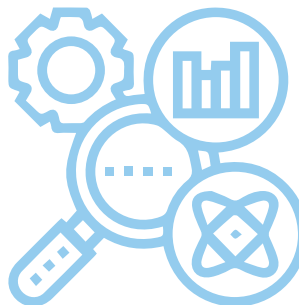
for governments, funders, and organisations committed to sustainable development.

Our vision is **“an Africa where evidence is used consistently to transform lives”**. We exist to amplify the role of evidence in shaping public policies, investments, and programming, in order to enhance effectiveness, efficiency, and accelerate development progress. As such, our mission is **to generate and translate evidence and support governments and other development actors to use evidence in decision-making**. Our work is guided by five core values of accountability, focus, integrity, diversity, excellence, and passion. In the short-term, our work contributes to optimising policy formulation, financing, and implementation.

In the medium-term, our work contributes to improving the provision and equitable use of public services and resources. And, in the long-term, we expect our work to contribute to improving the wellbeing of people and the environment in Africa.



**Our work aims to contribute to developing a healthy, educated, skilled, economically-empowered, and environmental-conscious people who own their development agenda and actively hold their governments to account.**





## VISION

An Africa where evidence is used consistently to transform lives



## MISSION

To generate and translate evidence and support governments and other development actors to use evidence in decision-making



## AFIDEP VALUES

**A**ccountability: We are accountable and transparent in our work

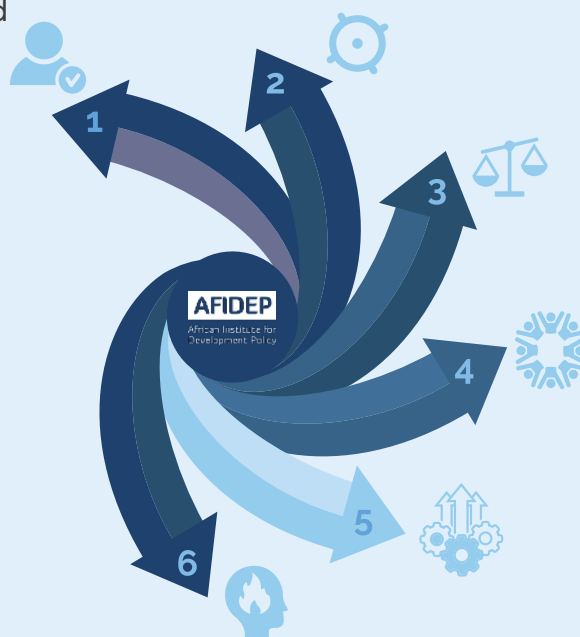
**F**ocus: We are focused and objective in our work

**I**ntegrity: We do what is right

**D**iversity: We value diverse opinions and inclusivity

**E**xcellence: We continuously strive for excellence

**P**assion: We are passionate about our work





# 02



## Looking Back: Our Impact in the 2020-2024 Period

In the 2020-2024 strategic period, we made significant contributions to Africa's development by providing evidence and technical assistance to governments and parliaments, strengthening structural and individual capacities for enabling EIDM practice, and nurturing evidence-informed dialogue. To mention but a few. Our work stimulated and informed policy and/or legislative actions by the governments of Botswana, Kenya, Malawi, Nigeria, and Uganda that are unlocking progress on various development challenges. Further, we provided evidence and technical assistance that enabled the governments of Kenya, Malawi, and Zambia to translate their commitments on increasing health budgets and reducing inefficiencies in health expenditure, into tangible actions.

On advancing an evidence use culture, we partnered with specific government agencies in Kenya, Malawi, Nigeria, and Uganda to either establish or strengthen existing structures for enabling evidence synthesis, translation and use in decision-making. We also trained and mentored more than a thousand policymakers in EIDM, researchers in knowledge translation, and, civil society groups in evidence-informed advocacy.

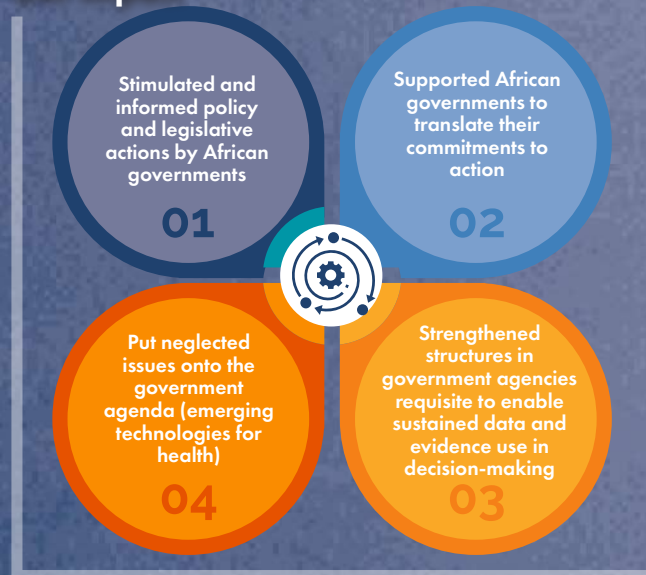
At regional level, we deepened our partnerships with regional and continental bodies to expand our influence, including partnerships with the East African Community (EAC), the Southern African Development Community (SADC), and the African Union Development Agency (AUDA-NEPAD). In the SADC region, for

instance, we generated evidence that stimulated actions from SADC member states to tackle sexual and gender-based violence.

The impact of our long-standing work on using evidence to support countries to put population at the centre of their medium and long-term planning received global recognition when we received the 2023 UN Population Award Laureate. Refer to Annex 1 for more details on our impact.

As we strive for continuous improvements to deepen our impact, we conducted a detailed strategic review in 2024. The review identified our strengths and highlighted the progress made, while also identifying development areas and market gaps in our work. The findings underscored the potential for AFIDEP to further expand its influence and offering, and have provided the foundations for our 2025-2030 Strategy outlined in this document.

### Our Impact



# 03

## Our Value Proposition

At AFIDEP, we empower our partners by putting evidence at the heart of their policies, investments, and programmes, ensuring lasting impact. For:



**Governments:** We deliver practical evidence, technical assistance, and tailored tools that enable the use of evidence in government policy decisions, investments, and implementation.



**Funders:** With our deep understanding of local contexts and strong connections with African governments, we maximise the impact of funding.



**Implementers:** We strengthen their use and understanding of evidence to enhance the delivery of development services.



**Researchers:** We offer support and strengthen capacity in policy engagement, research synthesis, and translation to amplify research impact.

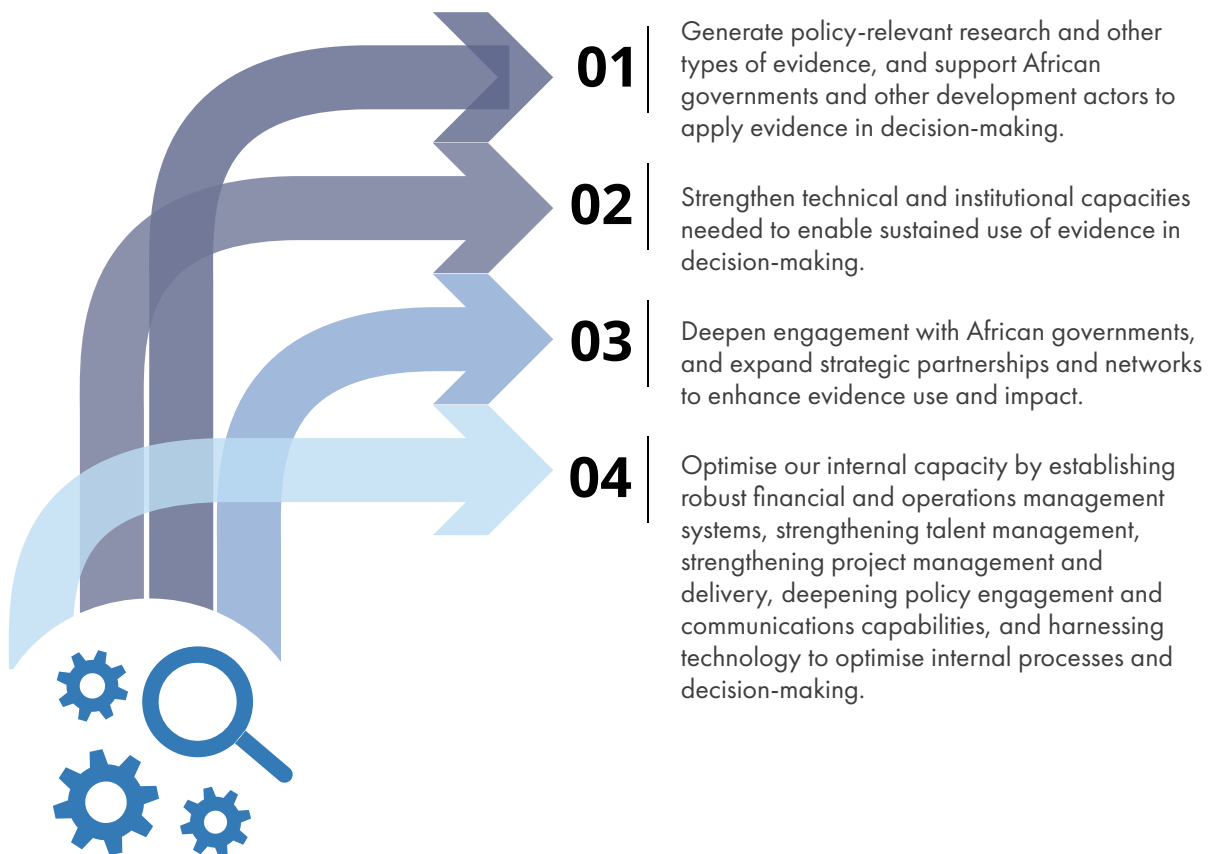


**Accountability Actors:** We provide data and evidence and strengthen capacity, empowering them to enhance governance, accountability, and oversight.

# 04

## Our 2025-2030 Strategic Objectives

Our strategy for 2025-2030 is anchored in **four strategic objectives** that will guide our initiatives and operations, to strengthen our value to our partners and deepen our impact:



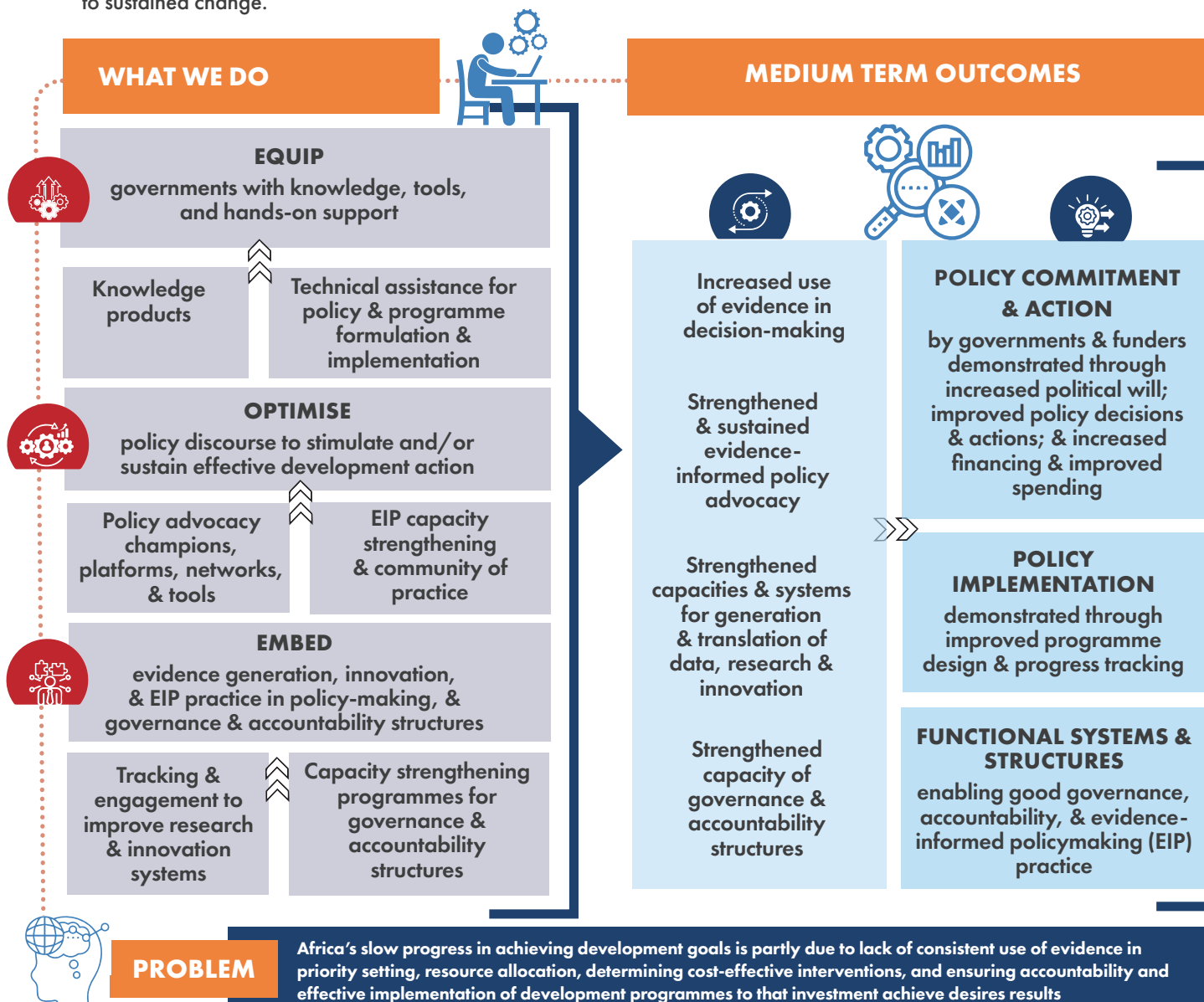


# 05

## How We Will Drive Impact

### 5.1 Our Theory of Change

In the 2025-2030 period, our Theory of Change will evolve to reflect how our choices and activities will lead to sustained change.





### PRIMARY OUTCOME

Optimal Policy  
Formulation,  
Financing, and  
Implementation



### GOAL

Improved  
provision and  
equitable use of  
public services  
and resources



### IMPACT

Improved  
wellbeing of  
people and the  
environment



## STRATEGIC CHOICES



### Our Programme Pillars

Our work, organised in two programmatic pillars below, is grounded in the realisation of Africa's Agenda 2063 goals, and the global Sustainable Development Goals 2030, with gender, equity and inclusion as central cross-cutting considerations:

#### 1. Human Capital Development

- Population dynamics and demographic dividend
- Health and wellbeing
- Education and skills development

#### 2. Sustainable Growth and Governance

- Economic wellbeing
- Environment and climate change
- Governance and accountability



### Geographies

**East Africa:** Kenya as regional hub for AFIDEP's work in East Africa

**Southern Africa:** Malawi as regional hub for AFIDEP's work in Southern Africa

**West and Central Africa:** AFIDEP to establish regional hubs for the West & Central Africa during 2025-2030

## 5.2 Key Sectors

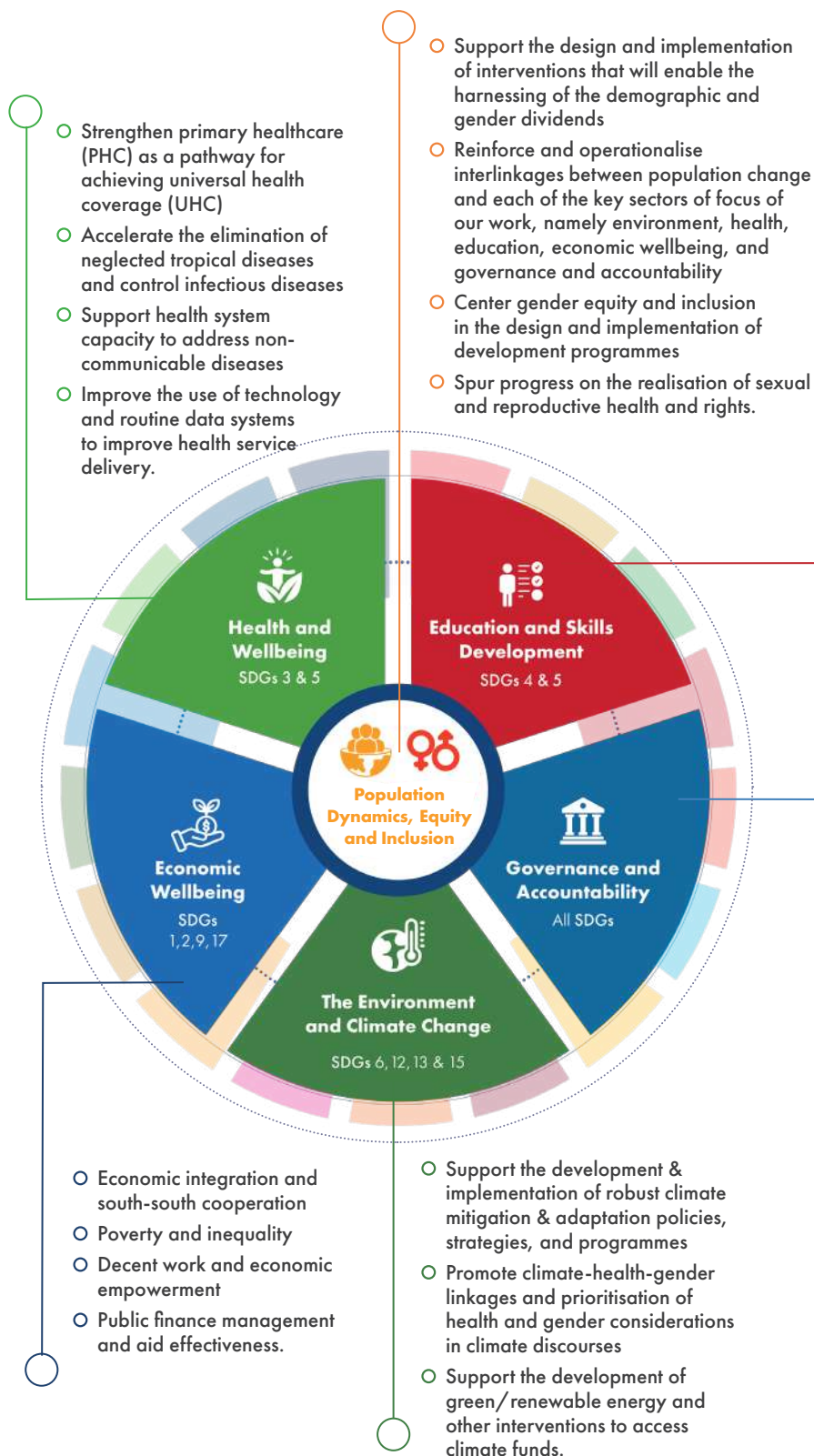
Our programme work is designed around developing Africa's most important resource, its people.

Our work therefore aims to develop a healthy, educated, skilled, economically-empowered, and environmental-conscious people who own their development agenda and actively hold their governments to account. As we focus on developing people, a critical guiding principle and commitment for AFIDEP is advancing gender equity and inclusion to ensure no one is left behind.

This focus on developing Africa's people to drive the continent's development will enable African governments to harness the demographic and gender dividends, which have potential to spur meaningful socio-economic growth for the continent.

The demographic dividend is the economic benefit that can arise when a population has a relatively large proportion of working-age people, and effectively invests in their empowerment, education and employment.

The gender dividend refers to the economic benefit that come from investing in girls and women.





## 5.3 Our Services and Capabilities

Over the next strategic period, we will build on our established strengths to expand our impact, adapt to market needs, and maintain our relevance in a rapidly changing environment. Our primary services along the policymaking journey, from agenda setting and policy formulation to policy implementation and evaluation, include:

1. **Evidence Generation and Translation:** Generate and translate policy-relevant research to inform policy and programme improvement.
2. **Capacity Development and Technical Assistance:** Provide responsive, contextualised technical assistance, training, mentorship and tools, embedding experts in stakeholders' organisations to support in achieving their deliverables and nurture an evidence-use culture.
3. **Policy Dialogue and Advocacy:** Establish strategic partnerships with governments and other actors, working hand-in-hand to design.

We have systematically evaluated our current capabilities. This analysis allowed us to identify four key approaches to deliver on our work and expand our capabilities:

- a. **Build expertise:** Focus on enhancing in-house capabilities where there is high demand and a clear market gap, ensuring we can lead in these areas.
- b. **Assess viability:** Recognise opportunities to collaborate with other experts and organisations when specialised external knowledge can enhance service delivery or fill market needs.
- c. **Differentiate to add value:** Pinpoint unique service areas where we can provide unparalleled value, positioning ourselves as an innovator in the industry.
- d. **Sustain advantage:** Maintain and strengthen our existing competitive advantages in sectors where we already lead, ensuring continued relevance and impact.

- Robust and inclusive education systems
- Improve skills for all through innovative and inclusive TVET and entrepreneurship training
- Ensure gender equality in access to quality higher education and programmes in science, technical skills, and mathematics
- Support African governments to reform curricula to focus on transferable skills.

- Strengthen results-based public sector performance management and accountability systems
- Strengthen accountability institutions, structures and systems in the public sector
- Strengthen the role of parliaments in democratic governance and steering development.

Below, we outline our services and the capabilities we will prioritise to be able to respond to the needs of African governments, funders, implementing agencies, researchers, and accountability actors.

01

## Secondary research, synthesis, and translation



Sustain advantage, and continue expanding and deepening expertise

### Capabilities to deliver services

We will continue current efforts and build our capacity to expand offerings and provide more value to our partners in secondary research, synthesis, and translation:

- i. **Develop deep knowledge of the country's socio-economic and political contexts** *and awareness of national goals, priorities, and strategic plans.*
- ii. **Develop in-depth sector expertise** *in our priority development sectors.*
- iii. **Continuously strengthen our ability to present complex information in a clear, accessible manner**, with skills in creating reports, presentations, and other communication materials tailored to the target stakeholders.
- iv. **Deepen our skills in estimating resource requirements** and budgetary implications of proposed policies and programmes, conducting health technology assessments (HTA), etc.
- v. **Streamline research methodologies, tools and techniques** to provide clients with landscape analyses, systematic reviews and impact evaluations on the effects of their interventions.
- vi. **Continue to grow thought leadership** by converting current research into publications, such as peer reviewed journals.
- vii. **Harness AI and other technological tools** in research and evidence generation, analysis, translation and application processes.

02

## Primary research



Differentiate to add value, and, in some cases, assess viability

### Capabilities to deliver services

We will differentiate to add value based on availability of data and potential impact on policy development, and in some cases, assess the viability of growing primary research tools in the long-term, and use these criteria to determine how to invest in primary research:

- i. **Provide in-depth analysis** on the policy implications of the results—identifying policy gaps in a specific sector, across countries and regions and providing insight on the myriad of ways the results can be used as evidence.
- ii. **Identify and grow primary research tools and methodologies** that are particularly applicable to addressing evidence and policy gaps in sectors and geographies with limited data.



## 03

## Capacity strengthening and technical assistance



Sustain advantage, and continue expanding and deepening expertise

### Capabilities to deliver services

We will sustain our advantage and continuously strengthen our capabilities and address market needs, by enhancing the content of our trainings, broadening our customer base, and deepening our tools in capacity development:

- i. Codify tools and methods, systematically organizing AFIDEP's methods into frameworks, guidelines and manuals, to share with implementing partners.
- ii. Develop EIDM training programmes to provide continuous learning opportunities for stakeholders, such as policymakers and researchers.
- iii. Grow communities of practice through convening researchers (including university student researchers) to practice the use of EIDM tools.
- iv. Provide guidance on the use of monitoring, evaluation and learning tools, e.g., monitoring and evaluation plans, developing evaluation criteria, economic evaluation, etc.
- v. Harness technology and AI to develop tools that gather and analyse citizen evidence, track implementation progress, evaluate impact, and support stakeholders in the application of these tools—offer services to funders to evaluate impact of donor-funded programmes.
- vi. Develop operational research tools to provide institutional support to partners.

## 04

## Policy dialogue and engagement



Sustain advantage, and differentiate to add value

### Capabilities to deliver services

We will sustain advantage and differentiate to add value of our policy dialogue and media engagement efforts:

- i. Convene policymakers through policy dialogues to deliberate evidence, identify actions, and generate political commitment
- ii. Identify policymaker engagement needs and develop synthesised evidence aligned with policymaker priorities such as targeted and specific policy briefs and policy proposals and share tools with policymakers directly
- iii. Engage CSOs to discuss evidence and policy implications on development issues
- iv. Harness online and social media platforms for policy influence and partner with media to offer sustained evidence-based media coverage on development issues
- v. Expand and sustain strategic partnerships with African Union agencies and organs, regional economic communities (RECs - EAC, SADC, ECOWAS, etc.), parliamentary networks



## 5.4 Geographic Footprint and Depth of Work

We will expand our impact by deepening our country-level engagements and broaden our on-ground presence. As we embark to grow and deepen our impact, we will expand our footprint by

establishing another regional office in West or Central Africa, which will enable us to provide targeted, context-specific support to more governments across the continent.

### 1 Current Engagements

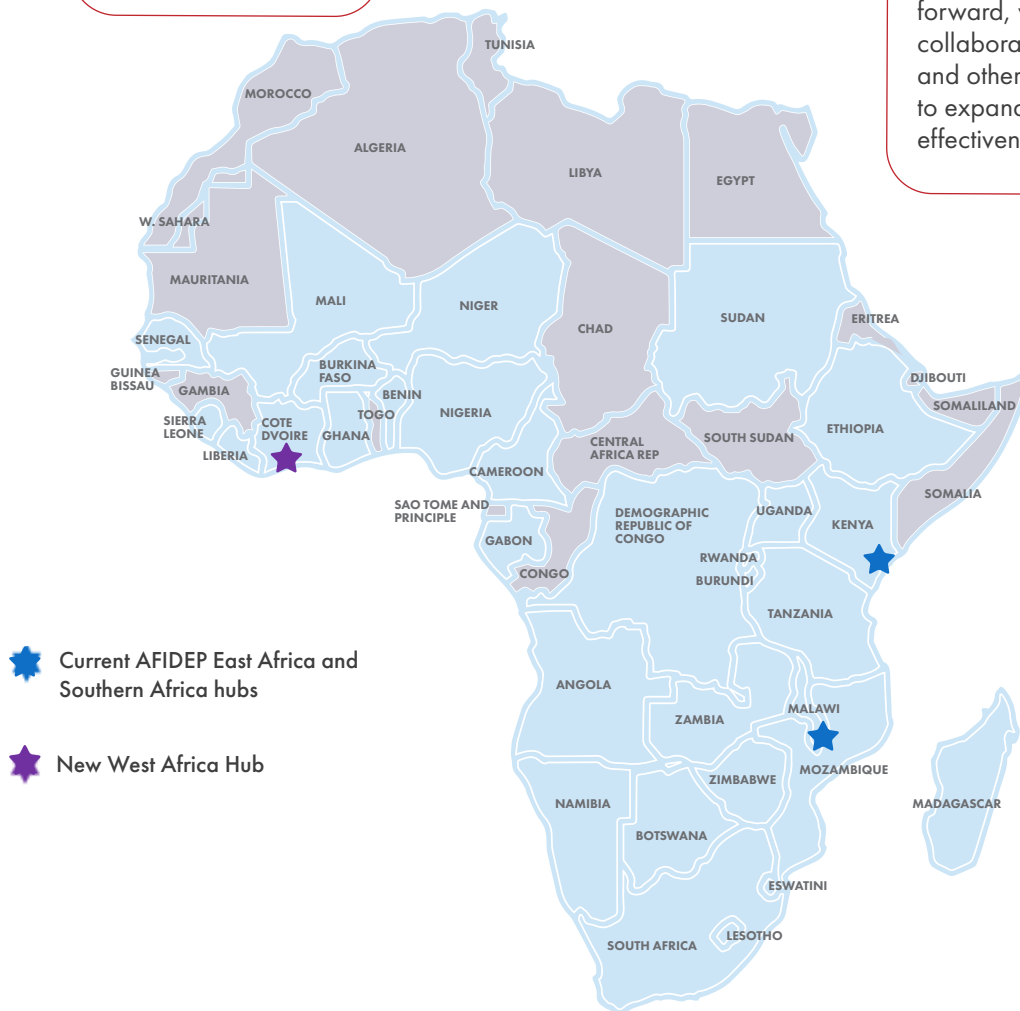
Our work has been most concentrated in East and Southern Africa, where we have built robust partnerships and achieved measurable outcomes. This work will continue.

### 2 Expansion Plans

We will open a new regional office in West or Central Africa, increasing our reach and strengthening regional influence.

### 3 Regional Partnerships

We have collaborated with African Union agencies, regional economic communities (RECs), and parliamentary networks, leveraging these partnerships to amplify our impact. Going forward, we will intensify collaborations with these and other key platforms to expand our reach and effectiveness.



# 06

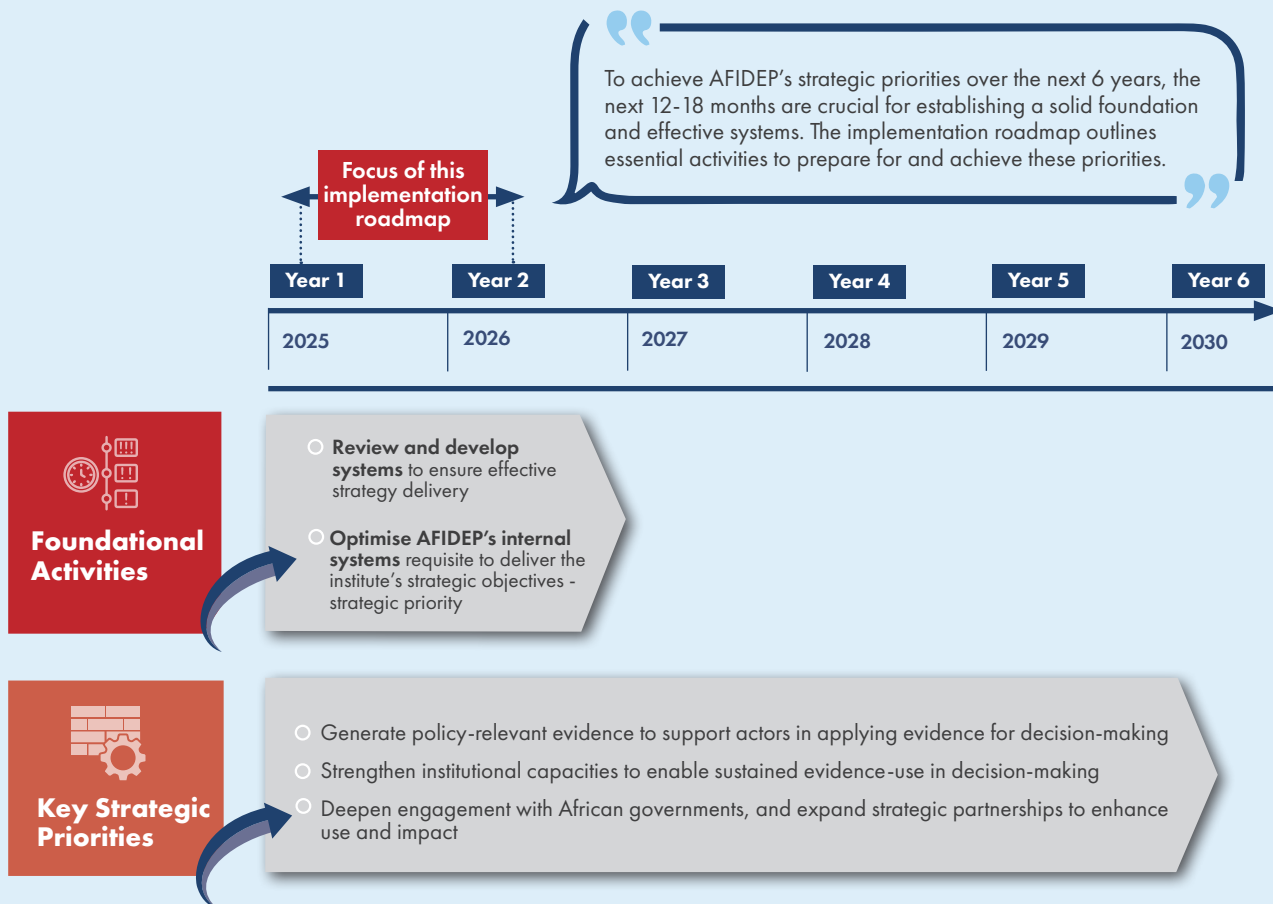
## Strategy Implementation

As we enter this strategic period, we will engage in foundational activities over the next 12-18 months that will establish a strong base for the strategy's success. Key activities will include reviewing and developing systems to ensure effective strategy delivery and optimising our

internal systems requisite to deliver our strategic objectives.

We will undertake a strategy review and refresh in 2027, and in 2029, we will review strategy implementation and use the emerging insights to inform the next strategy.

### High-level workplan



## Annexes

### Annex 1: Examples of AFIDEP's Impact during the 2020 – 2024 Strategic Period

1

#### Stimulated and informed policy and legislative actions by African governments

##### Botswana



- Supported the government to develop a performance management and accountability system and integrate it into the country's national monitoring and evaluation system in order to, among others, track progress towards harnessing a demographic dividend.

##### Kenya



- Provided evidence and facilitated engagement that enabled Kenya to revise its national TB guidelines to incorporate post-TB lung disease.
- Synthesised evidence on the link between health and climate change, and supported the government to develop a "health in climate change strategy".

##### Malawi



- Conducted cost-benefit analyses that informed government's COVID-19 response in 2020.
- Provided evidence and technical assistance that enabled Parliament to develop, debate, and pass amendments to the Constitution in 2021 that greatly enhanced the independence of Parliament needed for Parliament to effectively perform its functions of oversight, lawmaking, and representation.
- Provided the evidence that informed Malawi's Vision 2063 as well as the prioritisation of interventions included in the first 10-year Implementation Plan of the Vision 2063.



## Regional



- In partnership with SADC, conducted analysis and engagement in 2021 that stimulated actions from SADC member states to domesticate the SADC model laws and policies to reduce sexual and gender-based violence in the region.

## Globally



- Synthesised evidence on the link between health and climate change, and mobilised African governments and other stakeholders in the efforts that contributed to putting health on the agenda of COP 27 (27th Conference of the Parties to the United Nations Framework Convention on Climate Change) in 2022.

## 2

### Supported African governments to translate their commitments to action

#### Kenya



- Supported the development of a healthcare costing model that was used to cost health services at levels 1-3 of the healthcare system (the Kenya Essential Package of Health (KEPH)) and the costed KEPH was adopted and rolled out by the government October 1, 2024 under the new Social Health Insurance Fund (SHIF). This tool enabled the government to cost services based on evidence of actual cost of medical supplies and services, and will therefore contribute to reducing the many inefficiencies in health expenditure.
- Collaborated with the Council of Governors to support development of regulations to guide counties' domestication of the health Facility Improvement Fund (FIF) law adopted by national government in 2023, and went further to support five counties to domesticate the FIF law. The law allows health facilities to retain and use income generated from its services, thereby increasing finances available at facility level for healthcare provision.
- Strengthened champions for health financing at both national and sub-national levels, and recorded notable results through their actions towards increased allocations to health, especially allocations at the primary healthcare (PHC) level.

## Malawi



- Supported the government to operationalise three of its 'game changer' interventions for health financing. The first was the development of guidelines for the implementation of a policy that government introduced in 2023 on direct facility financing (DFF), which were adopted and the government will start implementing the guidelines in January 2025.
- Supported the MoH to develop a private sector engagement framework, which informed MoH's decision in July 2024 to enter into a partnership with an international centre for cancer treatment to reduce expenses that Malawians incur while seeking cancer treatment abroad.
- Conducted a budget credibility analysis that revealed a disconnect between the country's disease burden and budget allocations, prompting MoH to commit to reviewing its budget allocation formula to take into account disease burden considerations.

## Zambia



- Supported MoH to set up of a health financing unit to drive efforts to enhance health financing in the country.
- Supported MoH to strengthen accountability of health finances by formulating guidelines for the utilisation of internally generated funds, including user fees generated at facility level. The guidelines were approved by the MoH and will be rolled out for implementation from January 2025. This was important especially in the context of decentralisation as the government started implementing its decentralisation law in January 2024, which transferred the provision of health services from the central MoH to local authorities.

## 3

### Strengthened structures in government agencies requisite to enable sustained data and evidence use in decision-making

## Kenya



- Generated commitment from the leadership of the Kenya Medical Research Institute (KEMRI) that translated into actions to strengthen the institute's Knowledge Management unit by allocating more research fellows to the unit. This enhanced the institute's institutional mechanism for informing health policy at both national and sub-national levels.
- Strengthened embedded EIP capacities in MoH's departments and programmes to enhance availability of evidence needed for decision-making. The enhanced capacities produced a series of evidence syntheses that informed different MoH policy decisions (including a strategy on breast cancer screening; and government's return-to-school policy during the COVID-19 pandemic).

## Malawi



- Supported the Research Department to establish a Health Research sub-TWG and to strengthen the coordination of evidence generation and synthesis.
- Supported the MoH to develop and launch a Health Research Strategic Plan, which promotes and institutionalises EIDM practices in its decision-making.

## Nigeria



- Partnered with and supported three government agencies to establish knowledge translation units, namely: Federal Ministry of Environment, Lagos state Ministry of Environment and Water Resources, and Ministry of Science and Technology. These units were mandated to promote and support the mainstreaming of evidence in decision-making processes by the government agencies. The staff dedicated to the units were trained in EIDM and connected with researchers.

## Uganda



- Supported MoH to develop and adopt guidelines that ensure its governance and management structures undertake actions to promote, require, enable, and confirm evidence in decision-making.
- Our engagement with MoH leadership stimulated the MoH, for the first time, to include the production of policy briefs to support decision-making as a required skill in their job adverts for technical positions in 2022.

4

## Put neglected issues onto the government agenda (emerging technologies for health)

### Regional

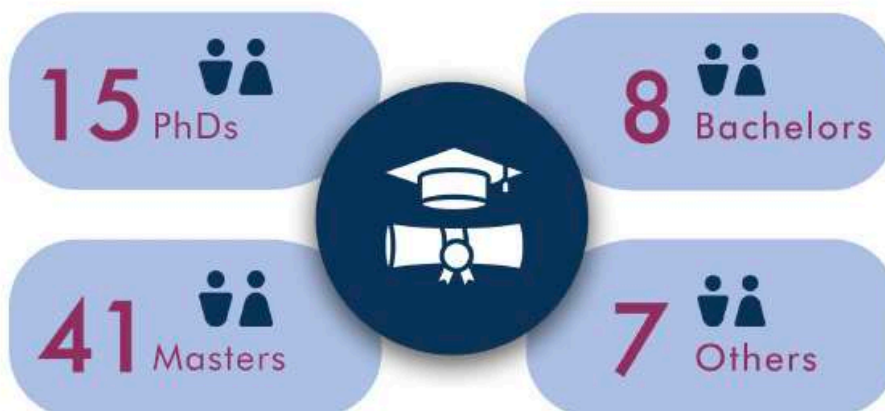


- Collaborated with the African Union Development Agency (AUDA-NEPAD) to facilitate critical discussions on aligning emerging technologies (such as AI, the Internet of Medical Things, and blockchain) with Africa's health research and development (R&D) priorities. Among others, these efforts have informed the prioritisation of emerging technologies in the draft Science, Technology, and Innovation Strategy for Africa (STISA) 2025-2034 that was launched by the African Union in February 2025.

## Annex 2: AFIDEP Staff Demographics



## Qualifications of Staff





## Annex 3: Funders and Partners

### Funders

1. Bill and Melinda Gates Foundation
2. Children's Investment Fund Foundation UK
3. Foreign, Commonwealth and Development Office (FCDO)
4. Gates Ventures
5. Gesellschaft für Internationale Zusammenarbeit (GIZ)
6. Global Challenges Research Fund
7. Mo Ibrahim Foundation
8. National Institute for Health Research (NIHR)
9. United Nations Population Fund (UNFPA) Malawi
10. United States Agency for International Development (USAID)
11. Wellcome Trust Ltd
12. William & Flora Hewlett Foundation
13. World Health Organization (WHO)

### Partners

1. African Population and Health Research Centre (APHRC)
2. Akena Associates - Nigeria
3. Albert Schweitzer Hospital in Lambaréné – Gabon
4. Centre de Recherches Médicales de Lambaréné (CERMEL) - Gabon
5. Centre for Policy Analysis (CEPA) – Uganda
6. Engineering and Physical Sciences Research Council (EPSRC)
7. Exeter University - United Kingdom
8. FHI 360 - United States of America
9. Foundation for Innovative New Diagnostics (FIND) - Switzerland
10. Global Integrity - United States of America
11. Government of Botswana, Ministry of Health
12. Government of Kenya, Ministry of Health
13. Government of Malawi, Ministry of Health
14. Government of Uganda, Ministry of Health
15. Guttmacher Institute - United States of America
16. Institut Supérieur des Sciences de la Population (ISSP) - Burkina Faso
17. International Union for the Scientific Study of Population (IUSSP)
18. Itad – United Kingdom
19. Jomo Kenyatta University of Agriculture and Technology (JKUAT), School of Public Health – Kenya
20. Kamuzu University of Health Sciences (KUHeS) – Malawi
21. Kenya Medical Research Institute (KEMRI)
22. Kenya School of Government (KSG)
23. Lancaster University, Centre for Ecology and Hydrology – United Kingdom
24. Leadership for Environment and Development Southern and Eastern Africa (LEAD SEA)
25. Liverpool School of Tropical Medicine (LSTM) – United Kingdom
26. London School of Hygiene and Tropical Medicine (LSHTM), Centre on Climate Change and Planetary Health – United Kingdom
27. Makerere University, Centre for Rapid Evidence Synthesis (ACRES), Lung Institute (MLI), and Institute of Infectious Diseases (IDI) units – Uganda
28. Malawi Liverpool Wellcome Programme (MLW)
29. National Council for Population and Development (NCPD) – Kenya
30. National Planning Commission – Botswana
31. National Planning Commission (NPC) – Malawi
32. Nouna Health Research Center (CRSN) - Burkina Faso
33. Pan African Climate Justice Alliance (PACJA) - Kenya
34. Partners in Population and Development Africa Regional Office (PPD-ARO)
35. PATH Foundation Philippines Inc (PFPI)
36. Population and Health Research Institute (PHERI)
37. Region Institute for Population Studies (RIPS), University of Ghana
38. Respiratory Society of Kenya (ReSoK)
39. The University of Ibadan, College of Medicine – Nigeria
40. Union for the Study of African Population (UAPS)
41. United Nations Population Fund – East and Southern Africa (UNFPA-ESARO)
42. United Nations Population Fund (UNFPA) – Malawi
43. Université Cheikh Anta DIOP De Dakar, Laboratoire de Recherche sur les Transformation Economiques et Sociales (LARTES)
44. University of Ghana, Regional Institute for Population Studies (RIPS)
45. University of Kinshasa, Department of Population Sciences and Development Studies – Democratic Republic of the Congo
46. University of Liverpool –United Kingdom
47. University of North Carolina (UNC) - United States of America
48. University of Portsmouth, Centre for Global Health, Population, and Policy – United Kingdom
49. University of Southampton –United Kingdom
50. Vital Strategies
51. World Health Organization (WHO)'s IBP Network
52. Zankli Research Centre (ZRC) – Nigeria

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Some of the AFIDEP Staff and Dalberg Consultants at a strategy meeting in Lilongwe, Malawi - January, 2024



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