



Alliance for African Partnership  
MICHIGAN STATE UNIVERSITY

# STRATEGIC PLAN

2018-2022

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# KEEPING UP MOMENTUM

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**Steve Hanson**  
Associate Provost and Dean  
MSU International Studies and Programs

The Alliance for African Partnership's (AAP) Strategic Plan is a culmination of the AAP management team's efforts to co-create with our partners a five-year roadmap for this initiative. After decades of capacity-building initiatives, the African research and higher education

landscape has changed and so too should the ecosystem of partnerships that interact with it. We must engage African professionals more directly than ever before. Africa must set the agenda for its own development. At the AAP's core is the vision that "partnership"—the process of defining and implementing collaboration—is a crucial and under-appreciated determinant of the success of any project, perhaps much more so than the technical know-how of the parties involved or the amount of funding devoted to addressing the challenge.

When calling for the AAP's establishment, former MSU President, Lou Anna K. Simon, made a 10-year commitment to this new vision of partnership. Her advice was "to do something different, be disruptive, distinguish ourselves from what others are doing, but to ensure that it was Africa-led." The AAP Convening, which took place in May 2016, was the first step in an Africa-led co-creation process. It brought together 14 distinguished African leaders with MSU faculty, staff and students for a unique design workshop aimed at developing new ways that MSU and its partners in Africa can work together to address today's global challenges. Further engagements with different disciplinary sectors particularly in agriculture, culture, higher education and youth entrepreneurship followed. The AAP's official launch was in Dar es Salaam, Tanzania, in July 2017. This was followed by an event engaging eight African vice chancellors, held at MSU in November 2017. All of these engagements have been part of AAP's ongoing co-creation process, which aligns with our partnership vision for Africa's sustainable development.

Our strategic plan outlines the vision, mission, strategic goals and objectives as well as the programs, projected outcomes and governance structure of the AAP over the next five years. In particular, it addresses the relationship between MSU, African and international organizations within the AAP. The AAP intends to build on its initial accomplishments and strengthen its governance structure in order to live up to the commitment that inspired its establishment—to become an African-led institution that responds to global opportunities and challenges. Our plan emphasizes the immense importance of creating a community of African universities, U.S. and other international universities, funding agencies, pan-African policy and civil society organizations, that can work together towards transforming institutions and livelihoods in Africa and beyond.

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The strategic plan is guided by and aligned to international and continental initiatives instituted by the UN and the African Union, such as the Sustainable Development Goals, Agenda 2063, STISA 2024 and others. This plan sets the basis for future partnerships among AAP and other African and international institutions to ensure that the AAP meets its goals of developing a robust network of innovative partnerships, transforming institutions to better address global challenges together, supporting research for broader societal impact, attracting more resources for this initiative and its partners to successfully carry out their work, and implementing AAP's Africa-led governance structure.

# BACKGROUND

By 2050, sub-Saharan Africa will contain 2.1 billion people, roughly 22 percent of the world’s population and nearly 30 percent of the world’s urban population. Population growth and urbanization will put immense stress on Africa’s food, water and energy systems. Climate change will intensify these challenges.

Yet these challenges bring with them great opportunities. The region is rapidly transforming and livelihoods are generally improving. Africa’s youthful population is considerably better educated than the preceding generation.

Over the next two decades, 330 million young Africans will be entering the job market looking for work. The demands on urban planning, environmental protection, sanitation and health care, and education systems can be managed with well-informed policies and programs. And because the sustainability and resilience of Africa’s economic systems depend on fresh water availability, access to land, and reliable energy systems, we recognize these as inter-connected systems that should be addressed comprehensively. Our premise is that practical, policy-relevant research will allow public and private sector organizations in Africa to respond to these challenges, and that partnerships between supportive international universities can meaningfully contribute to the process. We further believe that support for research in the humanities can contribute insights that promote effective policy responses to these challenges.

Michigan State University (MSU) has a long history of partnerships in Africa, at first through the work of individual professors and later through formal institutional engagements. In 1960, MSU cooperated with the first president of Nigeria, Nnamdi Azikiwe, to establish a new

university at Nsukka based on MSU’s land-grant model. Since that time, the core values of African partnership and cooperation have characterized MSU’s approach to African Studies.

MSU’s African Studies Center was founded in 1955 with the purpose of offering a truly global education while engaging in cutting edge research on the world’s most pressing challenges. Today, MSU has more than 200 faculty engaged in research, teaching, and development cooperation in nearly every African country and in nearly every academic discipline. This is the largest engagement with any global region at the institution. Therefore, partnership with African scholars and African institutions is a major priority for the university.

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## VISION

To transform lives through co-created, research-driven initiatives that address shared challenges

## MISSION

To initiate and support innovative, sustainable and equitable partnerships among African institutions, MSU and other collaborators

## GUIDING PRINCIPLES

Accountability • Equity • Inclusivity  
Sustainability • Transparency

## PRIORITY AREAS



Agri-food systems



Culture



Education



Health & Nutrition



Youth Empowerment



Water, Energy, & Environment

## A NEW & INNOVATIVE PARTNERSHIP MODEL

In May 2016, the AAP brought together 14 African leaders across a range of backgrounds and expertise with MSU faculty, staff, and students for a unique design workshop aimed at developing new ways that MSU and its partners in Africa can work together to address today's global challenges. The premise of this convening was that change needed to occur in the structure of prevailing development-oriented trends. This change is expected to lead to more sustainable and mutually beneficial forms of collaboration, resulting in more effective outcomes for society.

This convening of MSU faculty and African leaders created the foundation on which the Alliance for African Partnership has been built. The participants asserted that the AAP should be a collaborative and cross-disciplinary platform to address today's global challenges in sustainable, effective, and equitable ways. Six highly interrelated, collaboratively defined priority areas emerged from the convening that should guide the AAP in prioritizing actions and areas of engagement with our diverse stakeholders. The AAP is a work in progress. At its core is the idea that the process of defining and implementing collaborations is a crucial and under-appreciated basis of the success of any project. Through increased engagement with our network of collaborators and as we become increasingly sensitized to each other's perspectives and experiences our activities will evolve over time and, MSU will continue to strive to be a leader in co-developing best practices for partnerships in Africa.



## OUR APPROACH

### Building Bridges



Bringing people and organizations together to work toward common goals.

### Transforming Institutions



Guiding institutions toward sustainable partnerships, enhanced resources, and increased capacity.

### Transforming Lives



Turning research into real-world impact that improves African lives and livelihoods.



# OVERVIEW OF THE AAP

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Since its establishment in 2016, the Alliance for African Partnersip has worked toward a model of supporting principle-centered partnerships that transform institutions and lives, resulting in sustainable development in Africa.

We have prioritized a series of consultations and key events with policy makers and other partners, as well as a seed grant program that demonstrates our innovative partnership approach. Building on this initial momentum, over the past six months, the AAP has gone through a process of critical review and introspection. Guided by our senior management, advisory board and feedback from consultation meetings, we have identified key partners and addressed some of the barriers that arose during the AAP's initial implementation phase. As a result, we have clarified our goals and priorities, evaluated and reconfigured our governance structure and more clearly defined our approach for the next five years. We expect this strategic plan will set the AAP on a growth trajectory. The following sections will lay out the AAP's governance and structure, value proposition, accomplishments and success stories, partners, financial model and the communication approaches that we plan to use over the strategic planning period. This will provide the underlying framework for accomplishing our strategic activities outlined later in this document.

## GOVERNANCE

The Governance Structure of the AAP comprises the MSU Dean of International Studies and Programs (ISP), the Senior Advisors to the AAP and the Dean, the AAP Advisory Board, the Directors of the AAP, the Management Committee (MC), other AAP Employees and the Partner Consortium.

The Dean of ISP provides oversight of the AAP and is the final decision maker. He will meet with the directors and the senior advisors on a regular basis and review reports on a quarterly basis. ISP will oversee and approve the budget.

The senior advisors to AAP and the dean provide overall advice to the AAP directors and to the Dean of ISP. They will also take on activities supported by AAP that relate to their special interests and expertise. These include the AAP portal, Africa-China relations and ASC Town Hall meetings and agricultural policy related issues. The senior advisors will have a 20 -25% appointment in these capacities and are ex-officio members of the AAP Advisory Board.

The Advisory Board is composed of stakeholder members from the U.S., Africa and internationally and will provide programmatic advice to the directors and ISP Dean focusing especially on strategy, policy and programming.

The management team is led by the AAP Director, Africa Office (Secretariat), who reports to the ISP Dean and will focus on policy and resource development, making connections for AAP with key African organizations, stakeholder university research faculty and senior administrators, governments and the private sector. The director will oversee the AAP communications strategy and implementation on the continent. The Africa office staff will also include an assistant director, a communications officer, and a full-time secretary.

## VALUE PROPOSITION

The AAP is designed to add value to partnerships and collaborations aimed at transforming lives and addressing global challenges.

The AAP has a network of world-class researchers based both at MSU and on the African continent that it can connect to research and development opportunities.

The AAP draws on MSU's experience as a land-grant institution and its history of engaging in capacity development programs in order to contribute to institutional transformation both at MSU and with African partners

The AAP has identified and is modeling equitable, sustainable, and mutually beneficial partnership principles that will positively impact how our work towards transforming lives is accomplished.

Co-Directors for the MSU Office will report to the ISP Dean. Each will be responsible for programming under different AAP pillars but collaborating closely with each other and with the AAP Director, Africa Office on day-to-day business. The Co-directors will be responsible for the implementation as well as the monitoring and evaluation of the strategic plan. They will communicate with the AAP Advisory Board and senior advisors who will provide guidance on program implementation.

The associate director will coordinate the monitoring and evaluation and impact assessment function of the AAP and will report to the AAP Directors.

Other team members include: the assistant dean, ISP Youth Empowerment Programs; senior director of International Advancement; ISP director of communications; fiscal officer; events planner; and an administrative assistant.



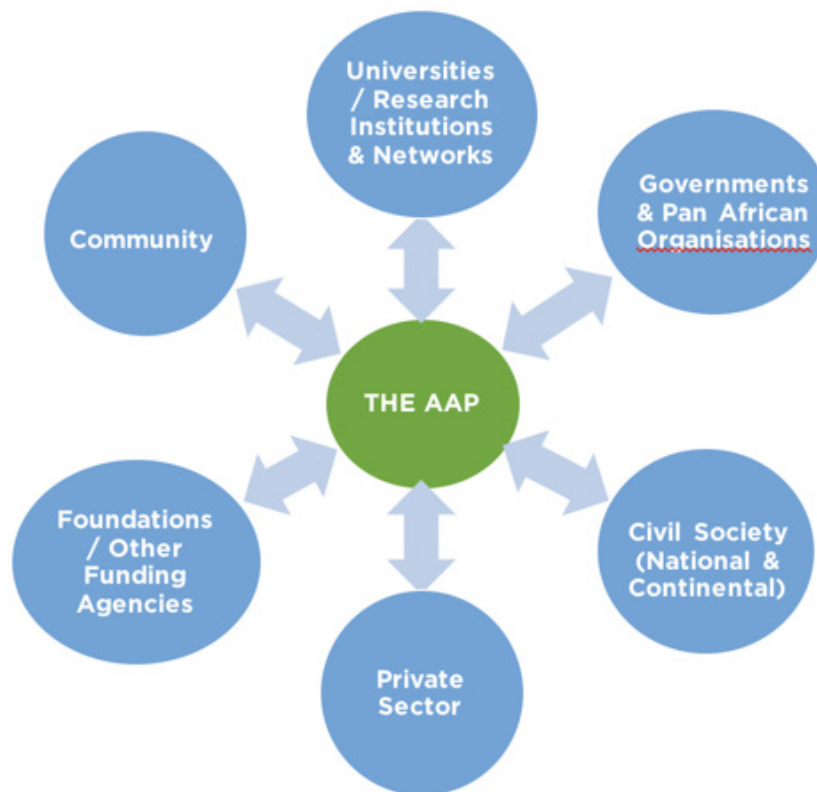
## AAP PARTNERSHIP MODEL

The AAP will promote and sustain long-term, collaborative and equitable partnerships among MSU, African institutions and other global partners.

AAP will play a catalyzing role in bringing together like-minded partners to carry out research for impact and capacity development. AAP will facilitate implementation and support sustainability of new and existing partnerships. AAP will support dissemination of partnership research outcomes and the development of appropriate measures and practices for evaluation of impact.

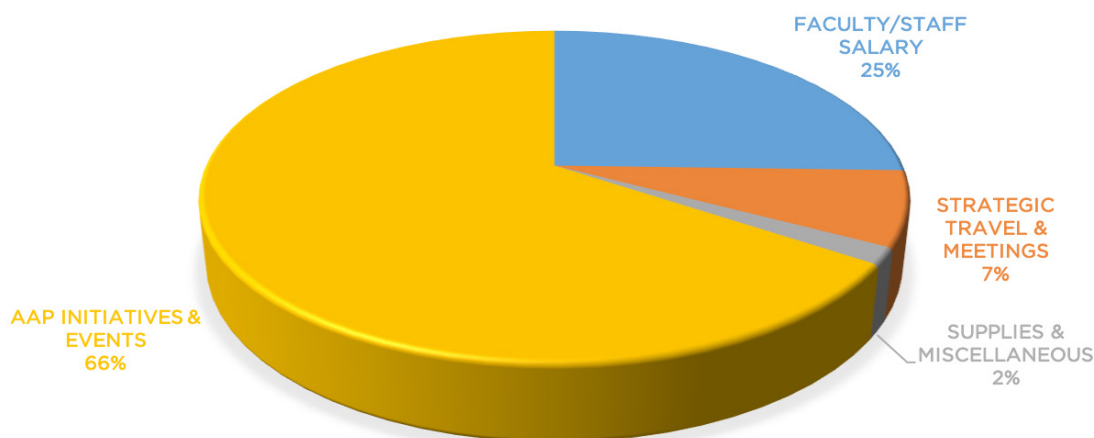
The Partner Consortium—composed of African and U.S. universities, key African capacity building and development organizations—will assist in developing research and scholarship priorities, and focus on institutional capacity building needs. The consortium will grow over time to encompass numerous universities and organizations but will commence with a smaller core group of universities and university-related capacity building organizations. Over the longer term, members of the consortium will assume some of the management and operational costs of AAP.

The Partner Consortium provides local knowledge and contextual expertise, seeks joint funding, and co-creates and carries out joint programming and events that models the AAP approach to partnerships. Most importantly, the consortium shares best practice on partnerships, advocate research for impact and strengthen the next generation of researchers and administrators in Africa.



## FINANCIAL MODEL

MSU anticipates continuing its initial investment in the AAP over the next decade. Additional funding for the initiative would need to be generated externally from philanthropy, foundations, corporations, and other sources of grant funding, which will sustain, expand, and eventually support the majority of the AAP's activities. Support for faculty hiring in the initiative is through ISP bridge funds together with academic colleges and through the Academic Competitiveness / Global Impact Initiative support. The vast majority of the AAP's budget is designed to go directly to supporting new initiatives for African partners and MSU, institutional capacity development, and for outreach events to promote understanding on topics of widely shared interest.



## COMMUNICATION APPROACH

The AAP will utilize a multi-pronged communication approach that includes creating new spaces to bring partners together, communicating the impact of AAP supported activities, and sharing information and knowledge aligned with AAP's three pillars.

- The AAP Portal is an interactive website where potential partners can register as members and help build an online community of practice.
- The AAP Newsletter is published quarterly and communicates AAP's updates, news, and events to a broad range of stakeholders. We currently have over 2,000 individuals subscribed to the AAP newsletter.
- The AAP maintains an active social media presence. Articles related to AAP themes, news and event announcements from the AAP and partner organization, and funding, fellowship, and other educational opportunities are shared through these accounts.
- The AAP will produce "thought piece" publications that address key themes in partnership and African engagement. We have published an inaugural thought piece entitled Rethinking African Partnerships for Global Solutions and will publish at least one thought piece annually.
- The AAP will strengthen links with various media houses based in Africa to increase the visibility of the activities and programs of the AAP.



# OUR ACCOMPLISHMENTS

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Over the past two years, AAP has continued to position its work by aligning closely and responding to African defined and driven initiatives. Notable among these are our engagements with the leadership of key universities in Africa to co-create programs that are relevant to their strategic research and development needs.

In addition, we have identified the research to policy nexus as an important flagship area where we can provide significant input and support. These policy programs are driven by such Pan African Organizations as the New Partnership for African Development (NEPAD), the African Union (AU), the African Development Bank, the Alliance for a Green Revolution in Africa (AGRA), the Regional Universities Forum for Capacity Building in Agriculture (RUFORUM) among others. All of these

organizations have unveiled major initiatives for organizing and mobilizing African governmental activities. AAP has in the process been able to link its grantees and other partners closely to continental political decision bodies and strategic development partners. The result has been an exciting period of building bridges and supporting jointly conducted impactful research with African institutions that should lead to transformation of institutions and lives in Africa.



## BUILDING BRIDGES

The AAP seeks to bring people and organizations together to work toward common goals. Global challenges are too vast and complex for any person or institution to go it alone. We envision and work toward innovative models of partnership that will address these challenges—facilitating new relationships between people and organizations that may not have traditionally worked together in the past. Bridges need to be built between government, NGOs, industry, educational institutions, researchers across different disciplines, and among institutions across Africa and the globe.

### The AAP Convening

The central feature of the AAP is about co-creating new, innovative programs and activities between partners and a number of consultations. The first of these was the AAP Convening, organized in the format of a design workshop. It considered new ways that MSU and its partners in Africa could work together to address the emerging challenges of the new millennium. The focus of the workshop was on partnerships—understanding previous experiences with partnership, identifying the crucial elements of partnership and innovating new ways to expand the range of effective and sustainable partnerships to promote research, teaching, outreach, and mutual capacity building. The outcome of the convening was the co-creation of the AAP Partnership Model that formed the basis for initiating discussions with a broader stakeholder base to promote the AAP and initiate partnership discussions.

### Supporting the Policy Agenda of Pan African Organizations

The Comprehensive Africa Agriculture Development Program Partnership Platform (CAADP PP) is annually organized by the AU and NEPAD. In May 2017, AAP had a meeting with a number of officials including donor representatives, Government officials and Regional Economic Communities (REC) representatives at the CAADP PP meetings held in Kampala Uganda. AAP was requested by AU/NEPAD to define models of good agriculture practices in Africa through its wide MSU networks. AAP alongside the Regional Network of Agricultural Policy Research Institutes (ReNAPRI) were further requested to join the pool of African networks in support of the Malabo follow up action for the implementation of CAADP.

AAP participated in the INDABA Agriculture Research Institute (IAPRI) and COMESA/ACTESA Convening alongside ReNAPRI in June 2017 to explore opportunities for partnerships with COMESA, particularly in the area of policy analysis support at the regional economic community level. AAP and ReNAPRI and COMESA officials agreed that would explore the need for signing a tripartite MoU between the 3 organizations in strengthen COMESA's capacity in agriculture policy research as well as biotechnology policy research.

### The Launch of the AAP

The official launch of the AAP, with the theme “Putting Vision into Action Together,” was held in Dar es Salaam, Tanzania, in July 2017. The launch was an opportunity to celebrate the successes of the AAP and to continue the co-creation process that began at the AAP convening, helping to forge new partnerships and guide the AAP's future activities. About 250 representatives of African organizations and 40 MSU faculty and administrators, including the Provost and several deans, attended the event.



Top: MSU Provost June Youatt facilitates a panel discussion with African university leaders during the AAP launch in Dar es Salaam, Tanzania.

Bottom: MSU honorary doctorate recipient Akinwumi Adesina and his wife, Grace, pose with MSU Provost June Youatt and Associate Provost and Dean of International Studies and Programs Steve Hanson.

Right: MSU welcomes the USIU-Africa delegation in May 2018



## Visit of the President of the African Development Bank

Akinwumi Adesina, president of the African Development Bank and Nigeria's former Minister of Agriculture and Rural Development visited MSU in May 2018 to receive an honorary degree and to discuss potential areas of collaboration with AfDB. He led a discussion on the changing landscape of impactful research in Africa. Interviewed by Thom Jayne, professor in the department of Agricultural, Food and Resource Economics, Adesina discussed the promise of investing in youth, mechanisms to foster women's economic empowerment, and shared stories from his personal life. "I came out of poverty," Adesina said to a packed room of faculty, staff, scholars and visiting professionals. "I used to tell my professors, 'poverty isn't theoretical.' I don't believe in poverty reduction—if you're poor you want to get out as fast as you can."

"Land-grant universities train some of the best minds in the world," said Adesina. "They connect the university with farmers. What we need to do now is to connect U.S. universities with Africa. Young Africans are looking to get a world-class education without going to the United States, so how can we have training programs that accomplish this?"

Adesina received an honorary doctorate of agriculture from MSU for his work at the Bank and his career as an economist and advocate for farmers and economically marginalized Africans.

## Other Stakeholder events included:

- Management organized three Town Hall meetings on campus in 2017 and 2018 designed to co-create the AAP vision with MSU faculty and obtain guidance on its activities and governance.
- At the invitations of the Alliance for a Green Revolution Forum, the AAP organized a session at the African Green Revolution Forum meeting in September 2017 to lay out the AAP Partnership model and explore potential strategic partnerships with African universities and pan-African organizations in the area of agri-food systems development.
- Nine South African cultural heritage workers visited MSU from September 11-13, 2017, as part of the MSU Museum and Stellenbosch University Museum's "Ubuntu: Museum and Communities Connect" project, funded by AAP. Following their visit to MSU, the team also met with museum leaders in Detroit, Washington, DC, and New York to share ideas and to develop new opportunities for collaboration.

- AAP organized a session at the World Food Prize event to raise awareness about the AAP Partnership model and showcase AAP grantee projects in the area of agri-food systems, energy and the environment.
- The AAP was invited to make presentations on its vision and activities at the 4th Annual RENAPRI Conference in Cape Town, South Africa, November 30-December 1, 2017.
- AAP has organized and/or participated in several high-level events in Africa where AAP grantees and team members have been featured speakers, have organized AAP side events at conferences to generate wider awareness of AAP's activities, hosted receptions for our alumni, partners, donors and friends. AAP news and updates are shared through our website and newsletter.
- AAP coordinated a visit by a high-level leadership delegation from Malawi University of Science and Technology to MSU as well as engagement with heads of Malian universities and the Malian Ministry of Education around the country's current higher education transformation project.
- The AAP coordinated a visit of our board member Professor Paul Zeleza, Vice Chancellor of the United States International University Africa (USIU-Africa) and his Director of Advancement James Ogolla to the MSU Campus in May 2018 as part of their partnership development meetings in the United States in the areas of faculty development, research and innovation, student and faculty exchanges and joint interventions in the areas of STEM, Health Sciences and Communications. At MSU, the team met with the Provost of MSU, Deans of STEM areas, the Associate Dean of Research in International Studies and Programs, and several members of the AAP Management Team including the Senior Director of International Advancement. Several areas of mutual interest were discussed in particular the Diaspora, Advancement and STEM programs that will be followed up in due course.



## TRANSFORMING INSTITUTIONS

Large-scale and long-term partnerships are not possible without institutions to take part in them and support them. In order to transform the way we partner, we must also transform the institutions that participate in the partnerships to be more effective and engaged. This pillar focuses on promoting sustainable and effective partnerships that enhance institutional resources and increase institutional capacity.

### Ubuntu: Museums and Communities Connect

The AAP grantee project Ubuntu: Museums and Communities Connect saw cooperation between the Michigan State University Museum, Stellenbosch University Museum and Lwandle Migrant Labour Museum (South Africa). Through its relationship-building and awareness raising activities, the AAP project strengthened capacities and engagement of the museums in South Africa and brought representatives from the partnering institutions to the USA for a learning opportunity. An outcome of the project was the launch of the Lwandle Migrant Labour Museum logo in 2018, 18 years after its establishment. The event, which also coincided with Africa Day, celebrated throughout the continent annually enabled delegates to celebrate being African. Masa Soko, museum manager, said it was a very special day for the museum, as “We have grown in our collections, delivery of our programme, personnel and have gained more understanding of the role we play in this community.”



### Delegation Visits from African Universities

Over the course of its first two years, the AAP hosted two delegations from African higher education institutions--one from the Malawi University of Science and Technology (MUST) and another which included the rectors of Mali's public university system. Each delegation paid a weeklong visit to MSU as part of a US institution study tour. The goal of their visit was to supporting higher education reform and development at their home institutions. While on campus, the visitors took part in small group discussions focusing on many of the core functions of higher education institutions: curriculum development and innovative pedagogies; university finance, planning, and fundraising; academic governance; research support; community outreach and engagement; and promoting equity and inclusion including gender issues.

### Engagement in West Africa

AAP collaborated with University Cheikh Anta Diop of Dakar and organized a panel discussion in Dakar, Senegal, in 2018 titled The Transformation of African Higher Education Institutions: The Role of International Partnerships. The event supported the AAP's pillar of transforming institutions, and focused on promoting sustainable and effective partnerships that enhance institutional resources and increase institutional capacity, including higher education institutions, to do the work necessary to transform lives and livelihoods, both in Africa and globally. The panel discussion included an overview presentation on Higher Education in Senegal: Challenges and Reforms by Professor Ibrahima Thioub, Rector of UCAD. This was followed by responses from the other panelists on the role that diaspora partnerships, South-South Partnerships, partnerships in the humanities and African cultural heritage as well as private sector engagement have on transforming African Higher Education. While in Senegal, the team also visited the West African Research Center (WARC), the Digital Archeology Lab (IFAN), ImagiNation Africa Museum and the UCAD campus in Niakhene.

Top: Masa Soko, Lwandle Migrant Labour Museum Manager, explaining the meaning of their new logo.

Bottom: MSU Provost June Youatt with the vice chancellor and other senior administrative staff at MUST



## TRANSFORMING LIVES

Building Bridges and Transforming Institutions form the foundation for the third pillar of Transforming Lives, which is the ultimate goal of the work that the AAP seeks to support. The AAP seeks to support research and initiatives that will translate into real-world impact to improve African lives and livelihoods. We envision that the work the AAP supports under this pillar will address complex and pressing challenges from climate change to youth empowerment to cultural preservation to improving agri-food systems.

### Advancing Young Women Agribusiness Fellows Program

Eleven agribusiness professionals from Kenya, Tanzania and Uganda arrived at Michigan State University and participated in the first cohort of the 2-year co-funded program Advancing Young Women Agribusiness Entrepreneurs and Innovators Professional Fellows Program. In town for a month, the fellows participated in internships, seminars, and workshops, and took trips to urban farms, food hubs and related centers throughout Michigan. During their 4-week stay in East Lansing, fellows focused on the themes Innovation and Entrepreneurship, Gender in Agri-food Systems, Personal Development and Success, Finance, Marketing and Governance. The fifth week was spent at the Professional Fellows Congress in Washington D.C., where fellows networked with other fellows from programs across the U.S., presented on their exchange experience and shared plans for integrating new ideas into their agribusiness work at home. Staff from MSU and internship-host organizations will visit the fellows in East Africa in August 2018. The second cohort will arrive on campus at the end of October 2018.

### AAP Youth Essay Competition Winner, Tricia Mawire

Twenty-four-year-old Tricia Mawire from Zimbabwe was selected as the winner of the MSU Alliance for African Partnership and Youth Empowerment Programs essay contest during the launch of the AAP in Dar es Salaam in July 2017. The essay contest, titled “Working Together to Create the Africa We Want,” invited African citizens between the ages of 15-24, to describe their desired future for Africa and the role of youth in that future. A year later, Tricia has since graduated from the National University of Science and Technology with a Bachelor’s degree in Chemical Engineering. The essay contest acknowledged a new era of engagement in Africa, where the voice of young people are part of the driving force behind the vision, partnerships and strategies that move the continent forward.



*Left: The first cohort of the Advancing Young Women Professional Fellows Program on MSU's campus in summer 2018.*

*Right: Essay contest winner Tricia Mawire at her graduation.*



## Youth Entrepreneurship, Life Skills and Sport

The AAP funded project MSU-African Alliance for Youth Sport Entrepreneurship (AAYSE): Applying Positive Youth Development through Sport to Nurture Youth Entrepreneurship that involves MSU, the University Ghana (UG), University of Botswana (UB) and the University of Dar es Salaam (UDSM). The project is advocating that the life skills learnt through sport can be transferred to nurture entrepreneurial skills of young people. Given the statistics of youth unemployment in Africa, testing new, innovative models to strengthen entrepreneurship is an important priority for many institutions. The team has done training of trainers and one of the partners has introduced a new course in the curriculum called Entrepreneurial Life Skills through Sports as a spin-off from the AAP project.

## Young Innovators in Entrepreneurship, Leadership, and Development (YIELD)

The Young Innovators in Entrepreneurship, Leadership and Development (YIELD) project funded by the AAP seeks to assist young entrepreneurs to access and maximize opportunities in the rapidly evolving agri-food system in Africa. YIELD is achieving this through an integrated approach that combines actionable research with capacity building. The project held a design thinking and human centered design workshop facilitated by Ashesi Design Hub in 2018. Through a combination of exercises, participants were able to solve real life complex problems and find desirable solutions for their businesses. One delegate, a 27-year-old Tanzanian business development manager for agribusinesses said, “the convening helped me to network with other entrepreneurs that I would partner with in the future.” The YIELD project is implemented as a partnership between the Africa Center for Economic Transformation (ACET) in Ghana and Sokoine University of Agriculture, Tanzania, the Department of Agriculture, Food, Resource Economics and the Youth Empowerment Program at Michigan State University.

Top: Risk-taking skills demonstration in the AAYSE project

Center: Prototype design exercise for the YIELD project

Bottom: Second graders playing Mali Peace Game

## Countering Violent Extremism in Mali through Peace Game

The AAP project Countering Violent Extremism in Mali: Critical Reasoning, Moral Character, and Democratic Resilience through Peace Education has introduced the picture book *Faire la Paix* about peace to all grade levels in Ciwara Primary School. They have also executed Round 4 of the Mali Peace Game for students in grades 7-9 and created a new model of the game for younger students in grades 1-2. The team included other stakeholders including Individualized Education Program (IEP) partner called Education Development Corporation for disseminating audio files and animated video versions of the picture book throughout the EDC SIRA network in Mali. The collaborators in the project are Ecole Ciwara and Institut pour l'Education Populaire, Kati, Mali and Université des Lettres et des Sciences Humaines, Kabala, Mali.



# AAP STRATEGIC PLAN: 2018-2023

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## GOAL 1: BUILDING BRIDGES

Develop a robust network of innovative partnerships among MSU, African Universities, African institutions and other international partners

### Objectives:

- 1.1** Promote collaborations in support of AAP's pillars (Building Bridges, Transforming Institutions, Transforming Lives) and priority areas
- 1.2** Expand geographical presence of AAP
- 1.3** Mobilize resources in support of long-term partnerships that engage with AAP pillars and priority areas

### Actions 2018-2023

- 1.1.1** Implement fellowship cluster program over 5 years (Year 1: finalize design of 3 research clusters; Year 2: Rollout the funding opportunity and implement round 1; Year 3: Reflect on round 1 and design round 2; Year 4: Implement Round 2; Year 5: Reflect on round 2)
- 1.1.2** Continue to engage and build new relationships with Pan-African Organizations by through MoUs and co-hosting events
- 1.2.1** Develop an AAP Diaspora initiative: (Year 1: map Diaspora networks and programs; Year 2: hold an AU-AAP-NEPAD joint meeting; Year 3-5: follow-up activities.)
- 1.2.2** Develop AAP South-South strategy: This includes holding a symposium on south-south relationships to co-develop a strategy and then implementation of the strategy
- 1.3.1** Launch Portal and oversee it's on-going development
- 1.3.2** Produce AAP "thought piece" publications (Year 1: youth, science and technology, and ideas emerging from the AAP launch; Year 2: south-south collaborations/relationships and cities; Years 3-5: 2 themes each year)

## GOAL 2: TRANSFORM INSTITUTIONS

Transformed institutions (MSU and partners) that are better able to engage in equitable and sustainable partnerships for research-driven initiatives

### Objectives:

- 2.1** Increase understanding of how and why partnerships strengthen our institutions
- 2.2** Enhance institutional responsiveness to societal transformations
- 2.3** Increase higher education institutions' capacity to work with non-university partners for mutual benefit
- 2.4** Increase higher education institutions' capacity to work with other universities for mutual benefit

### Actions 2018-2023

- 2.1.1** Produce a thought piece publication on HICD (e.g., innovative HICD evaluation frameworks)
- 2.1.2** Co-host a symposium/conference/events on transforming institutions with partners/allies
- 2.2.1** Implement the Strategic Grants Program for institutional capacity development
- 2.2.2** Convene a working group of MSU and partner institutions (output would be a concept note)
- 2.2.3** Build relationships with allied institutions working on HICD in Africa (and perhaps elsewhere) such as RUFORUM, ACBF, CODESRIA, NEPAD and others
- 2.3.1** Design and offer trainings for stakeholders and grant recipients (addressing institutional gaps, bridging university and private/NGO sectors and building capacity on doing HICD work)
- 2.3.2** Deliver trainings for Department of State fellows through the Department of State Professional Fellows grant program
- 2.3.3** Submit and/or facilitate submission of grants in the area of HICD or integrate HICD components into larger grant initiatives

## GOAL 3: RESEARCH FOR IMPACT

Demonstrated practice of research for impact among MSU and its partner institutions

### Objectives:

- 3.1** Partners engage stakeholders in problem identification and solutions
- 3.2** Increase the number of research for impact projects that are co-created
- 3.3** Develop and diffuse the AAP partnership research model

### Actions 2018-2023

- 3.1.1** Engage African universities and Pan-African Institutions to support AAP research activities and AAP grantees
- 3.1.2** Conduct periodic capacity building activities to improve AAP grantees' ability to deliver effective research for impact.
- 3.1.3** Engage the African cities initiative to gain perspectives on challenges/opportunities for Africa to Africa development cooperation.
- 3.2.1** Facilitate research carried out by teams of African researchers (from universities, institutes, and other African organizations), MSU, and other international partners through various mechanisms (e.g., inception grants, fellows programs, etc).
- 3.2.2** Continue to implement AAP partnership grants: (Year 1 conduct M&E on round 1 grants; Year 2 issue call for proposals for round 2; Year 3 funding rollout round 2; Year 4 M&E for round 2)
- 3.2.3** Facilitate AAP partnership grantees in accessing research funds
- 3.3.1** Organize symposia and events to promote new research and raise awareness of AAP model.
- 3.3.2** Periodically evaluate and refine the AAP model.

## GOAL 4: SUSTAINABLE FUNDING

Diverse resources necessary to achieve AAP's vision

### Objectives:

- 4.1** Develop plan to apply resources strategically to enhance sustainability and accountability
- 4.2** Identify and attract external funding to support AAP goals
- 4.3** Develop and apply social and human capital strategically through strengthening relationships

### Actions 2018-2023

- 4.1.1** Develop detailed AAP budget and work plan to apply resources strategically to enhance AAP sustainability and effectiveness
- 4.1.2** Conduct periodic Town Hall meetings at MSU to ensure strong faculty and administrator support for AAP funding
- 4.2.1** Develop and extend relationships with foundations and donor organizations to familiarize them with the AAP partnership model and with particular AAP grantees
- 4.2.3** Conduct periodic capacity building activities to improve AAP grantees' ability to prepare successful long-term grant proposals
- 4.3.1** Arrange strategic partnerships and cooperative agreements to develop social capital strategically through strengthening relationships.



## GOAL 5: GOVERNANCE STRUCTURE

An AAP governance structure that reflects and promotes the model of co-creation

### Objectives:

- 5.1** Co-create the governance and accountability structure of AAP
- 5.2** Implement the co-created governance structure
- 5.3** Institute a feedback loop to further evolve the model

### Actions 2018-2023

- 5.1.1** Hold AAP Management Team retreat to review governance that is Africa-centered and Africa-focused
- 5.1.2** Draft Governance Structure V2
- 5.1.3** Engage MSU Leadership on governance structure V2
- 5.1.4** Engage Stakeholders on AAP Governance structure V3– UCAD, AU/NEPAD, AAS, AAU, ARUA, RUFORUM, CODESRIA, African & US Universities, Funders
- 5.1.5** Co-create Governance Structure V4
- 5.1.6** Board Approval of Co-created Governance structure
- 5.1.7** Develop roles and responsibilities and funding for Africa-centered and Africa-focused governance
- 5.2.1** Set up structures & Implement
- 5.2.2** Work with partners in West Africa to establish AAP presence in there and hire an expert to coordinate AAP West African activities
- 5.3.1** Mid-term review of new governance with stakeholders
- 5.3.2** Revise Governance model

