ALLIANCE *for* AFRICAN PARTNERSHIP

STRATEGIC PLAN
2023-2028

JOINT STATEMENT OF THE AAP CONSORTIUM

The Alliance for African Partnership's (AAP) new strategic plan builds on the consortium's years of success following the AAP Convening in 2016 and the subsequent launch of the AAP initiative in 2017. Since the initial convening of African thought leaders and faculty, staff, and students from Michigan State University (MSU), AAP has facilitated Africa-led, co-created solutions to global challenges. This has been achieved through collaborative research and innovation, scholar and leader exchanges, public dialogues, strategic policy efforts, publications, and partnerships with funders, institutions, and regional organizations. Building on our core vision of partnership, AAP adopted a consortium model consisting of eleven leading African universities in East, West and Southern Africa and the US. and a network of African agricultural policy research institutes, including:

- **African Network of Agricultural Policy Research Institutes (ANAPRI)**, Zambia
- **Egerton University**, Kenya
- **Lilongwe University of Agriculture and Natural Resources**, Malawi
- **Makerere University**, Uganda
- **Michigan State University**, USA
- **United States International University-Africa**, Kenya
- **Université Cheikh Anta Diop de Dakar**, Senegal
- **Université des Lettres et des Sciences Humaines de Bamako**, Mali
- **University of Botswana**, Botswana
- **University of Dar es Salaam**, Tanzania
- **University of Nigeria**, Nsukka, Nigeria
- **University of Pretoria**, South Africa

Consortium members embrace the principles of equitable partnership, are well-situated to work with other partners to address the most pressing challenges of our time, and are committed to engaging in co-created, research-driven activities that positively impact each institution's reputation, ranking, and revenue while transforming lives.

AAP has accomplished a great deal in our first five years. Through our partnership funding, AAP programs have supported or engaged with over 350 researchers and staff from AAP member institutions and over 150 from non-member partners in AAP-related programs. Our Transforming Institutions program has supported 32 teams to strengthen their respective institutions, which has so far led to progress toward 19 new policies, initiatives, institutional structures, and curricula. Our African Futures Research Leadership program has strengthened the capacity of 30 early-career African women researchers and built partnerships among MSU and AAP African member researchers. Two pilot research-into-use platforms on youth empowerment and soil health and fertilizer are further examples of AAP's advances toward partnerships with a focus on research-for-impact. So far, AAP programs have led to more than 100 co-authored publications and over $30 million in funding to institutions across the consortium. As the initiator of the consortium, MSU continues its seed-funding commitment, and other consortium members provide cost-share and tremendous in-kind support through the engagement of focal points and communications staff as well as co-hosting joint events and meetings.

Over the past five years, AAP has focused on establishing and building partnerships among the institutions in the consortium. It has been a leader in replacing old development paradigms with new engagement models in line with AAP's guiding principles of accountability, equity, inclusivity, sustainability, and transparency. The consortium's achievements grow out of its generative role among consortium members and increasingly with African and Africa-related development institutions. Consortium membership will continue to expand to include other African and U.S. universities and representatives from pan-African organizations, civil society, and the public and private sectors. The consortium effectively leverages its members' expertise and networks to position them at the forefront of a wide range of initiatives on the continent, broadening long-term collaborative relationships among African universities, MSU, and other partner institutions.

This strategic plan, representing the growth phase of the consortium, will center on the institutional recommitment of AAP's members to implement many of the lessons learned in AAP's initial phase. Also, it reexamines and updates the vision, mission, strategic goals, objectives, programs, projected outcomes, and governance structure of AAP for the next five years. In keeping with its core commitment to be Africa-led, AAP co-created the plan with the involvement of the AAP management team and feedback and input from consortium member faculty and leadership. Specifically, institutional leadership and faculty voiced the need for an amplified

Consortium members embrace the principles of equitable partnership, [and] are well-situated to work with other partners to address the most pressing challenges of our time.

focus on increasing the visibility of the AAP. They shared learning among consortium members, resulting in the creation of a **sixth strategic goal on documentation**, learning, and knowledge exchange. This will accompany the original five goals of:

1. **Developing a robust network** of innovative partnerships

2. **Transforming institutions** to better address global challenges together

3. **Supporting research** for broader societal impact

4. **Attracting more resources** for this initiative and its partners to successfully carry out their work

5. **Strengthening** AAP's governance structure.

This document is a guide for AAP to continue to build on its early accomplishments and to live up to the commitment that inspired its establishment—to be an African-led institution that is advancing excellence, forging partnerships, and expanding impact in Africa and beyond.

CONSORTIUM MEMBERS

African Network of Agricultural Policy Institutes
Zambia

Egerton University
Kenya

Lilongwe University of Agriculture and Natural Resources
Malawi

Makerere University
Uganda

Michigan State University
USA
Initiator of consortium

United States International University-Africa
Kenya

Université Cheikh Anta Diop
Senegal

Université des Lettres et des Sciences Humaines de Bamako
Mali

University of Botswana
Botswana

University of Dar es Salaam
Tanzania

University of Nigeria-Nsukka
Nigeria

University of Pretoria
South Africa

OVERVIEW OF AAP

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.

AAP's first five-year strategic plan was launched in 2018. It was the culmination of AAP's effort to co-create our initial roadmap with our members and stakeholders. The first strategic plan outlined the partnerships formed among AAP members and among AAP and other African and international organizations. It was designed to ensure that AAP met its goals of developing a robust network of innovative partnerships and transforming institutions to better address global challenges together. As AAP's first five years draws to a close and we look toward the next five years, we have reflected on what AAP has accomplished together and where there is more work to do.

AAP increased our membership to 12, adding three new members in 2019 and 2020. We launched several innovative partnership programs such as the African Futures Research Leadership program (African Futures), Partnerships for Innovative Research in Africa (PIRA), Diverse Black Africa (DBA), and Transforming Institutions, among others. In total, AAP awarded over $3.5 million in funding through these programs.

Guided by our consortium members, senior leaders, and advisory board, we are moving into the next phase of our activities with a new strategic plan to ensure that AAP will be sustainable and Africa-centered for many years to come. The following sections provide an overview of AAP's governance structure, value proposition, financial model, and communications approach. This overview highlights the underlying framework for accomplishing our strategic activities outlined later in this document.

PRIORITY AREAS

| Agri-food Systems | Water, Energy & Environment | Culture & Society | Youth Empowerment | Education | Health & Nutrition |

GENDER AND INCLUSION

GOVERNANCE

The Governance Structure of AAP comprises MSU's vice provost and dean of International Studies and Programs (ISP), MSU's associate dean for research and strategic partnerships in ISP, vice chancellors and focal points from AAP member institutions, AAP's advisory board, and AAP's management team led by three co-directors.

MICHIGAN STATE UNIVERSITY

As the initiator, host to the AAP management structure, and the current primary funder of AAP—MSU's International Studies and Programs provides direct oversight of AAP and exercises final approval of our activities and budget. The ISP vice provost and dean and the ISP associate dean for research and strategic partnerships meet regularly with AAP's co-directors on a regular basis and review reports on a semi-annual basis. They also engage with consortium leaders and AAP's advisory board quarterly. ISP's director of communications provides support for the implementation of AAP's communications strategy. The senior director of international advancement assists AAP in identifying funding support from a wide variety of sources including alumni, foundations, development organizations and corporations.

MSU LEADERSHIP

Steven D. Hanson
Vice Provost and Dean of International Studies and Programs
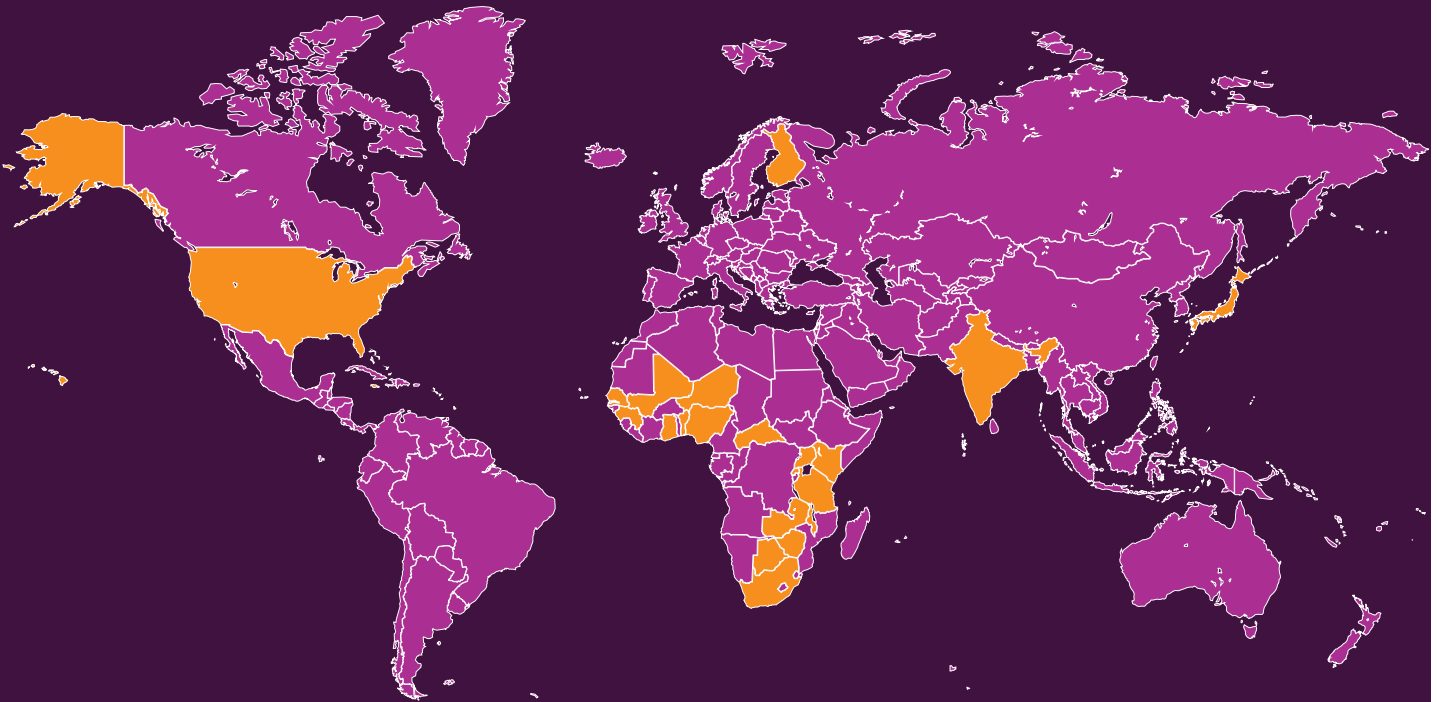
Titus Awokuse
Associate Dean for Research and Strategic Partnerships, International Studies and Programs

Participants at the 2019 AAP annual consortium meeting hosted by University of Botswana.

COUNTRIES WITH AAP PROGRAMMING AND/OR PARTNERSHIPS

Barbados	Jamaica	Senegal*
Benin	Japan	South Africa*
Botswana*	Kenya*	Tanzania*
Central African Republic	Malawi*	Uganda*
Finland	Mali*	USA*
Ghana	Niger	Zambia*
Guinea	Nigeria*	Zimbabwe
India	Rwanda	

*countries with AAP consortium members

AAP CONSORTIUM VICE CHANCELLORS, FOCAL POINTS, COMMUNICATIONS CONTACTS, AND SUBCOMMITEES

The institutional heads of AAP member institutions are the official representative of their respective institutions to the AAP consortium. Each AAP member appoints a focal point to plan and implement consortium activities on behalf of their institution. The focal points provide valued input into the operations of the consortium. Communications contacts at each member support the alignment of AAP's communications, engagement, and outreach strategy with their respective institutional strategy. They also facilitate AAP's communication and engagement activities with government officials, NGOs, journalists, and other key stakeholders.

Consortium members engage with management-level activities through the following sub-committees: program planning and resource mobilization, communications and outreach, and membership.

AAP MEMBER INSTITUTION	VICE CHANCELLORS/ INSTITUTIONAL HEADS	AAP FOCAL POINTS
African Network of Agricultural Policy Research Institutes (Zambia)	Nalishebo Meebelo	Tinashe Kapuya
Egerton University (Kenya)	Isaac Kibwage	Alexander Kahi
Lilongwe University of Agriculture and Natural Resources (Malawi)	Emmanuel Kaunda	Agnes Mwangwela
Makerere University (Uganda)	Barnabas Nawangwe	Edward Bbaale
Michigan State University (USA) *Initiator of consortium*	Teresa Woodruff	José Jackson-Malete* Amy Jamison* Richard Mkandawire*
United States International University-Africa (Kenya)	Lola Odubekun	Amos Njuguna
Université Cheikh Anta Diop de Dakar (Senegal)	Ahmadou Aly Mbaye	Mame Samba Mbaye
Université des Lettres et des Sciences Humaines de Bamako (Mali)	Idrissa Soiba Traore	Bourema Konate
University of Botswana (Botswana)	David Norris	Edward Dintwa
University of Dar es Salaam (Tanzania)	William A.L. Anangisye	Augustina Alexander
University of Nigeria, Nsukka (Nigeria)	Charles Arizechukwu Igwe	Anthonia Achike
University of Pretoria (South Africa)	Themba Mosia	Farai Kapfudzaruwa

* AAP Co-directors

ADVISORY BOARD

AAP's advisory board provides programmatic guidance to the management team, focusing especially on strategy and policy. The advisory board is comprised of seven African leaders from member universities and higher education networks, a pan-African organization, an NGO, a youth representative, and one MSU faculty member who is engaged in scholarly activities in Africa.

AAP MANAGEMENT TEAM

AAP's management team provides both strategic and operational direction and is the official secretariat to the AAP consortium. The team has offices on the MSU campus in East Lansing, Michigan and in Lilongwe, Malawi. AAP is led by three directors with significant expertise in research, partnerships, and capacity strengthening with Africa. Programmatic activities are implemented by professional staff with expertise in program and project management, capacity strengthening, proposal development and research communication and engagement.
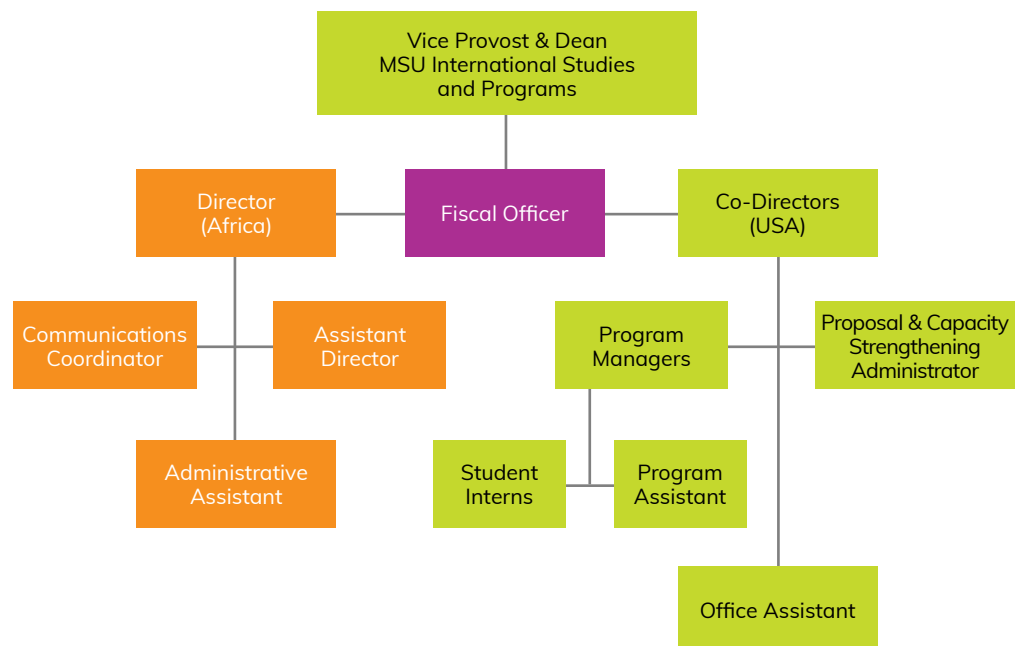
COMMUNICATIONS

AAP's communications team is led by a communications coordinator and includes AAP co-directors, program managers, a program assistant, and a communications intern. The team also collaborates with communications staff at each of the consortium members to amplify research outcomes and partnership activities and to work on other communications efforts.

SPOTLIGHT ON PARTNER ORGANIZATIONS

MWAPATA INSTITUTE is an independent agricultural policy think tank in Malawi. It engages the Government of Malawi, private sector, and civil society stakeholders in a program of applied policy analysis, policy outreach, capacity building, and policy coordination. MwAPATA was established with a grant from the Foundation for a Smoke-Free World and continues with the support of the Foundation, the US Agency for International Development, and other partners.

SOUTHERN AFRICAN DEVELOPMENT COMMUNITY (SADC) is a Regional Economic Community comprising 16 member states; Angola, Botswana, Comoros, Democratic Republic of Congo, Eswatini, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, United Republic Tanzania, Zambia and Zimbabwe. The mission of SADC is to promote sustainable and equitable economic growth and socio-economic development through efficient, productive systems, deeper cooperation and integration, good governance and durable peace and security; so that the region emerges as a competitive and effective player in international relations and the world economy.

AAP works with the **AFRICAN UNION COMMISSION (AUC)**, which is the African Union's secretariat that coordinates policy areas. The African Fertilizer and Soil Health Summit, an AUC-led initiative, brings together high-level stakeholders to reach an agreement on a 10-year action plan for sustainable productivity growth in African agriculture. The Summit seeks to build a more dynamic African fertilizer market that addresses the primary soil health constraints on the continent, and it is aligned with AAP's Soil, Health, and Resilience platform.

ALLIANCE FOR A GREEN REVOLUTION IN AFRICA (AGRA) is an alliance led by Africans with roots in farming communities across the continent. African farmers need uniquely African solutions designed to meet their specific environmental and agricultural needs so they can sustainably boost production and gain access to rapidly growing agriculture markets. AGRA works with partners across Africa to deliver a set of proven solutions to smallholder farmers and thousands of indigenous African agriculture enterprises. AGRA has built the systems and tools for Africa's agriculture: high quality seeds, better soil health, access to markets and credit, and coupled by stronger farmer organizations and agriculture policies.

MSU AFRICAN STUDIES CENTER (ASC) has almost 100 core MSU faculty members in 46 different departments across the university. One of its consistent priorities is to bring into being the next generation of African experts, be they academics, policy makers or applied practitioners on the continent. ASC has one of the largest African language programs in the USA, works with local teachers to incorporate African material into school curriculum, works with local community organizations that have an African focus, and supports research and publications. ASC's approach to the study of Africa is rooted in a global context, not isolating Africa as one geographical region. AAP and ASC collaborate on AAP's exchange and funding programs.

MSU TANZANIA PARTNERSHIP PROGRAM (TPP) is the first initiative of the Partnerships for Sustainable Community Development at MSU. It a long-term collaborative alliance of Tanzanian and international organizations dedicated to improving local livelihoods and promoting community resiliency in Tanzania. TPP works to create new forms of partnerships that recognize the power of working together over the long term to define challenges, respond to opportunities, set priorities, and create solutions. Partners, especially the community members of the two communities Naitolia and Milola, are advancing knowledge globally and at home.

MSU GLOBAL YOUTH ADVANCEMENT NETWORK (GYAN) is a coordinating platform for research and international development activities related to the education, entrepreneurship, mentoring, and leadership training of youth between the ages of 18 and 35. By empowering global youth and amplifying their voices and ideas, GYAN hopes to foster and advance youth-led innovative solutions which have the potential of improving the livelihood of millions of people worldwide. Examples of activities include collaborative student-led research and outreach projects, seminars, panels, workshops, and case studies.

VALUE PROPOSITION

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

- **AAP has a network** of world-class researchers, which it connects to research and development opportunities.

- **AAP fosters active collaboration** between and among members of the consortium and catalyzes engagement among consortium affiliates, governments, and the private sector to effectively scale-out best practices and outreach-related work to achieve society's meaningful transformation.

- **AAP connects members** to pan-African organizations such as the African Union Development Agency (NEPAD), the African Development Bank (AfDB), and Regional Economic Communities, which are key to unlocking untapped support for the work of universities and AAP provides an opportunity to leverage both North-South and South-South cooperation among universities and organizations in Africa, developed countries, and emerging economies such as China, India, South Africa, Brazil and Malaysia.

- **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.

AAP launch program, Dar es Salaam, Tanzania 2017.

MSU and UNN leaders met with the late Otunba Michael Olasubomi Balogun, founder of First City Monument Bank (FCMB) in Lagos, Nigeria.

UNN and MSU joint alumni event in Abuja, Nigeria.

Frederick Muyodi (Makerere University) and Grace Pregent (MSU) meet at the US-Africa University Partnerships Initiative Summit in Pretoria, South Africa.

AAP CONSORTIUM MODEL

There continues to be a growing consciousness among African leaders and the wider international community for defining innovative partnerships that respond to African-led and African-defined development priorities. In reflecting on strategic planning goals, feedback from consortium and advisory board members over the past five years, and the data emerging from our programs, we identified lessons learned that provide guidance for AAP's future endeavors.

First, we have discovered that robust engagement from African consortium members is critical to AAP's success. For AAP to be an Africa-led initiative, it must have strong buy-in and a commitment to ownership from across the consortium. AAP management must provide more opportunities for feedback and co-creation, and AAP members must commit time and energy toward initiating ideas and generating joint collaborative opportunities.
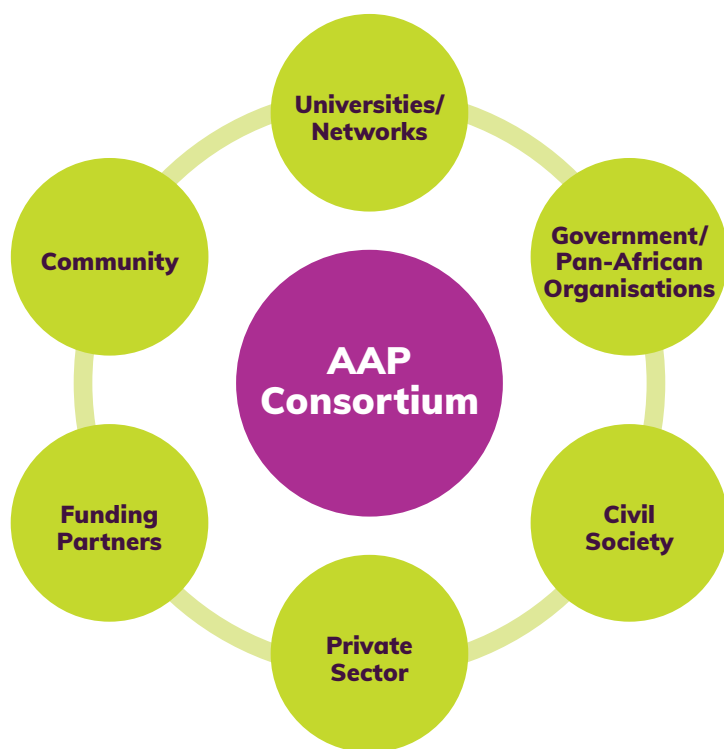
Second, it is important to communicate more broadly about AAP's model and philosophy and to increase the visibility of AAP's activities within our consortium and to external audiences including communities, governments, funders, and other policy-shaping organizations. To do this, we need to work more closely with consortium member focal points and communications directors to ensure we have a clear and coordinated communications and engagement strategy across the consortium. It will also be important to further identify and engage with the networks of each of our consortium members and to determine where there are synergies with AAP that will amplify the work of AAP and all our members.

Third, AAP should bolster and expand relationships with Pan-African organizations. This can lead to broader impact of AAP's programs, more visibility for the research and engagement work being done within consortium member institutions, and funding opportunities. Some examples of seeds that have already been planted include: discussions underway with the SADC and the AAP-SADC dialogues that were launched in 2022; engagement with the AUC and AAP's role in planning and research in preparation for the AUC's Second Abuja Fertilizer Summit taking place in 2023; and AAP's ongoing conversations with the AfDB in several areas including youth empowerment, entrepreneurship, health, and nutrition. An issue central to AAP's values and goals is fostering equitable partnerships, not only among Global North and Global South organizations, but also among members and partners in the Global South.

Fellows at the US Department of State-funded Mandela Washington Fellowship Civic Engagement Institute at MSU, 2023.

DIVERSITY, EQUITY, AND INCLUSION

During AAP's first five years, we have seen examples of successful equitable partnerships and the expansion of relationships among AAP members. We have also seen clear instances where partnership approaches need to be improved at the levels of individual researchers, professional staff, and higher education institutional structures. This includes how best to handle the language differences among our members, a more coordinated approach for engagement among consortium members, and a continued focus on diversity, equity, and inclusion (DEI), including issues around race, gender, and underrepresented communities.

AAP's mission to initiate and support innovative, sustainable, and equitable partnerships among African institutions, MSU, and other collaborators aligns with our core values of inclusiveness and connectivity. AAP's model itself encourages South-South partnerships. In the next five years, AAP will continue to conduct activities to elevate the value and goal of equitable partnerships as we have over the past five years. For example, AAP partnered with AAP member, the University of Pretoria, at the Southern African Research and Innovation Management Association (SARIMA) and the International Network of Research Management Societies (INORMS) conferences to address the challenge of ensuring equitable partnerships between and among the Global North and Global South. AAP also piloted equitable partnerships best practices sessions with fellows from our various exchange programs. Additionally, AAP is partnering with units at MSU as they develop an equitable partnerships document to guide MSU as a Global North member of the consortium. Additionally, AAP has begun to integrate intercultural communications workshops into several of our exchange programs.

Programs like the African Futures Research Leadership Program (African Futures), Partnerships for Innovative Research in Africa, the US Department of State Mandela Washington Fellowship Program, the Diverse Black Africa Program (DBA), and the US Department of State Professional Fellows Program-Advancing Young Women in Agribusiness empower underrepresented communities related to race and gender. DBA was designed to promote the success of underrepresented faculty members, and through this program AAP addressed racial gaps in international collaborations and supported inclusive excellence and career advancement. African Futures is designed to address the gender gap of researchers in Africa. On average, women only make up 30% of all active researchers across the continent. Our objective is to strengthen capacity of a cadre of African women researchers who, upon return to their home institutions, become scientific leaders in their communities, help solve Africa's challenges, and become educators of the next generation. These researchers will sustain their institutions' partnerships with MSU into the future as they continue their research careers.

Gender and inclusion, institutional capacity strengthening, policy development, and equitable implementation approaches are crosscutting issues that are integrated into all of AAP's platforms. AAP's monitoring and evaluation models this by collecting disaggregated data on beneficiaries by gender and the number of youth beneficiaries our programs impact.

Additionally, AAP embodies DEI values in its management structure and consortium governance. We strive to be inclusive of regions in our programming. We consider gender and equity across our funding programs and in our workplan. We also review closely the programs and projects we fund to ensure that the gender dimension is considered and integrated into the research and activities and that we support a diversity of researchers that receive funding in terms of gender, region, and career stage. Moreover, offices based in Africa and the USA strive to reduce power differentials and ensure that African priorities drive AAP's work.

US Department of State Professional Fellows Program Alumni Esther Mhonda (Tanzania), Enikia Bisanda (Tanzania), Judith Karia (Tanzania), and Tracy Mapfumo (Zimbabwe) at the Women Agripreneurs of the Year Awards in Dar es Salaam, Tanzania 2023

African Futures Scholar, Pulane Mswela (University at Botswana)

342
PARTNERSHIPS

24
CONFERENCE/
SYMPOSIA
PRESENTATIONS

100+
PARTNER
INSTITUTIONS

506
RESEARCHERS & STAFF
358 AAP/ **148** non-member

28
EVENTS

3,000+
ATTENDEES

65
COUNTRIES

SUCCESSES FROM THE FIRST FIVE YEARS

COLLABORATIONS AND PARTNERSHIPS

AAP programs have funded, supported, or engaged with over 358 researchers and staff from AAP member institutions and 148 from non-member partners in AAP-related programs. Notably, AAP has developed a working relationship to collaborate with SADC on regional dialogues that are meant to explore and seek solutions through research, innovation, and entrepreneurship. These have brought together government leaders, researchers, youth, private sector champions from SADC, and potential funders such as the African Development Bank. AAP's southern African members and SADC are in the process of developing an MOU with the SADC Secretariat. AAP is currently supporting members in other regional economic communities to engage with their respective regional institutions.

Additionally, AAP had collaborative roles in pan-African events including Africa Food Systems Forum, World Food Prize, Africa Network of Agricultural Policy Research Institutes annual conference, and the Africa Fertilizer and Agribusiness Partnership Regional Private-Public Dialogue on Fertilizer, among others. AAP staff contributed to the 2022 Africa Agriculture Status Report, which highlighted the work AAP is doing to strengthen capacities of early career researchers under the African Futures program.

RESOURCE MOBILIZATION

AAP members have collaborated on 36 successful proposals for external funding, and AAP investments in our programs has leveraged an additional $62.18 million in external grant funding. AAP members (African members and other units at MSU) have contributed a total of over $350,000 in cost share for AAP funding programs. Additionally, they have funded advancement and communications professionals from their institutions to travel to workshops at AAP annual meetings in Botswana and Nigeria. Also, AAP has engaged in preliminary conversations with several high-net-worth individuals to support the AAP consortium. We are in discussions about aligning their philanthropic goals with the goals of the consortium for the next five years and beyond.

For many more examples of AAP successes, please refer to our 2018-2022 Five-Year Report.

FINANCIAL MODEL

AAP anticipates that MSU will continue its investment in AAP over the next five years. Additional funding for the initiative will 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 AAP's activities. The vast majority of AAP's budget is designed to go directly to supporting new initiatives for African partners and MSU, institutional capacity development, and outreach events to promote understanding on topics of shared interest.
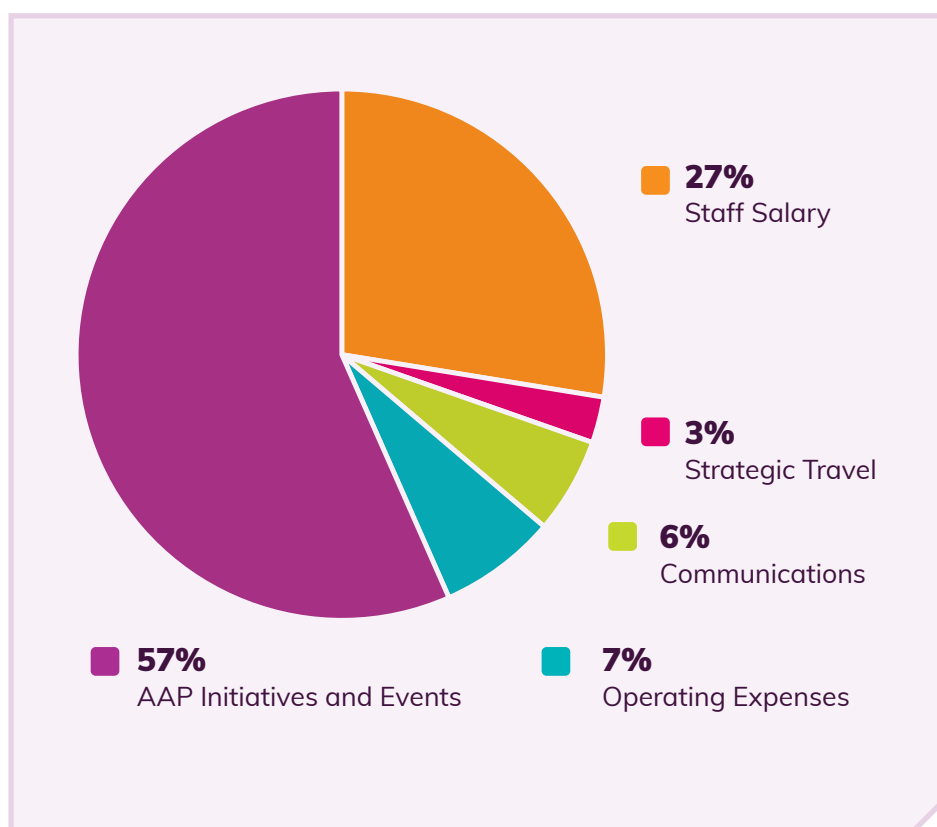
27%
Staff Salary

3%
Strategic Travel

6%
Communications

57%
AAP Initiatives and Events

7%
Operating Expenses

COMMUNICATION APPROACH

Workshop participant for the Youth Empowerment: building bridges for social changes in francophone Africa PIRA project held in Benin 2022.

AAP continues to utilize a multi-pronged communication approach that brings members and stakeholders together to communicate the impact of AAP-supported activities, to highlight achievements of our member institutions related to AAP's thematic priorities, and to share information and knowledge aligned with AAP's three pillars. Over the past five years, AAP began to develop ways to work more closely with focal points and communications staff to ensure a coordinated communications and engagement strategy across the consortium. AAP is also engaging with members' networks to determine where there are synergies to amplify the work of the consortium and increasing overall outreach and dissemination of research findings. Below are the key components of AAP's communication strategy that will guide AAP's next five years.

AAP will continue to build the AAP Bridge.

This is an interactive platform where individual researchers can register as members and help build an online collaboration space with consortium members and beyond. It also showcases the work being done at AAP member institutions and partner organizations.

AAP will strengthen links

AAP will strengthen links with various media houses based in Africa to increase the visibility of the activities and programs of AAP.

AAP will continue to maintain an active social media presence.

Articles related to AAP themes, relevant news and event announcements, and funding, fellowship and other educational opportunities will continue to be shared through these accounts.

AAP will continue to host the public dialogue virtual event series.

To facilitate engagement across our stakeholders, catalyzes discussions on priority global topics that align with AAP priority areas, and raises the visibility of AAP members as thought leaders.

AAP will implement specific communications activities.

Activities include the InVision Photography Prize competition, which will capture Africa's contributions to innovation, entrepreneurship, science, and technology and challenge negative images of and perspectives about the continent; and the Virtual AAP Showcase, which will engage consortium faculty members on AAP activities with the collaboration of consortium members' communications staff.

AAP VISION, MISSION, STRATEGIC OBJECTIVES AND ACTIONS

VISION

A global consortium leveraging equitable partnerships and co-created research to transform lives across Africa and the world

MISSION

To catalyze sustainable and equitable research-driven partnerships that co-create innovative solutions that address shared challenges

COMPETITIVE ADVANTAGE

- Well-defined and unique partnerships
- Equitable partnerships and co-created initiatives
- Pan-African footprint
- Transdisciplinary
- Top-tier research universities
- Leveraging 60 years of collaboration across Africa

GOAL 1: BUILDING BRIDGES

Strengthen and engage a robust network of innovative partnerships among consortium members and other international partners.

Objectives

1.1   Promote collaborations in support of AAP pillars and priority areas
1.2   Strengthen engagement among consortium members and AAP management
1.3   Promote collaborations with multisectoral stakeholders
1.4   Strengthen engagement around gender and equity with individual and institutional stakeholders
1.5   Ensure gender balance and inclusion of underrepresented groups in all partnership activities

Illustrative Indicators

- Number of partnerships created between consortium members facilitated by AAP initiatives
- Number of external organizations partnering on AAP-facilitated initiatives
- Number of AAP faculty/staff/students/fellows/stakeholders engaged in AAP-facilitated international initiatives, disaggregated by gender
- Number of concept notes and proposals developed or facilitated by AAP disaggregated by gender of the PI(s) and whether they integrate gender and inclusion

ACTIONS/ACTIVITIES	Y1	Y2	Y3	Y4	Y5
Strategic expansion of the AAP consortium to include other US and African universities and other sectoral stakeholders that would result in more effective transformation of lives in Africa and beyond					
• Develop a concept note about contributions from the consortium members to AAP and a strategy for expanding the AAP consortium	●				
• Develop process for building relationships with other potential members (a path towards membership)	●				
• Expand AAP based on this work begun in Year 1		●	●	●	●
Facilitate AAP consortium universities as the "go-to" knowledge partners for pan-African organizations such as AUC, SADC, ECOWAS, EAC as well as national governments					
• Build relationships with regional economic communities (working through respective focal points) that lead to MOUs	●	●			
• Identify and implement joint programming with identified partners		●	●	●	●
• Facilitate participation in the implementation of the Fertilizer and Soil Health Action Plan	●				
• Facilitate joint dialogue events (ensuring gender balance and integration of underrepresented groups)	●	●	●	●	●
• Support members and researchers to reach out to government, develop partnerships for funding and policy impact	●	●	●	●	●

Lise Korsten (UP) moderates a panel discussion with Hon. Thoko Didiza, South African Minister of Agriculture, Land Reform and Rural Development and other SADC leaders at the SADC-AAP Dialogue on Agricultural Food Systems in Africa.

ACTIONS/ACTIVITIES	Y1	Y2	Y3	Y4	Y5
Promote transdisciplinary, transregional and South/South exchanges and partnerships with consortium members and relevant institutional, regional, and global stakeholders					
• Incorporate transregional and south/south opportunities into existing programs (PIRA, African Futures, public dialogues, etc.)			●	●	●
• Identify joint proposal opportunities with transregional partners	●	●	●	●	●
Facilitate African scholarly, policy, or other conferences at AAP consortium member institutions in the US and Africa (in particular through external support)					
• Identify scholarly conferences in Africa that AAP could host and/or organize side events with consortium scholars	●	●	●	●	●
• Develop guidelines to partially fund AAP consortium researchers to attend key conferences	●				
• Advertise and implement the funding program for consortium researchers		●	●	●	●
• Develop a database of AAP-funded scholars and conferences		●	●	●	●
Facilitate exchanges of African faculty, youth, and other professionals to MSU's campus (in particular through external support)					
• Provide administrative and academic support in the establishment and implementation of the US Department of State-funded Professional Fellows Program, Mandela Washington Fellows' Program, and other African youth exchanges	●	●	●	●	●
• Provide administrative and academic support in the implementation of faculty visits and capacity strengthening exchanges	●	●	●	●	●

GOAL 2: TRANSFORMING INSTITUTIONS

Transformed consortium members that are better able to engage in equitable and sustainable partnerships that transform lives (through research-driven initiatives)

Objectives

2.1   Identify best practices supporting equitable and sustainable partnerships

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 and other international partners for mutual benefit, including promoting gender equity and inclusion at AAP consortium member institutions.

2.5   Use evidence-based methods to identify needs related to areas of transformation and strengthen member institutions

Illustrative Indicators

- Number of institutional transformations proposed by AAP or through AAP-facilitated programs
- Number of institutional transformations identified by AAP or through AAP-facilitated programs that are adopted
- Number of direct and indirect beneficiaries of AAP-facilitated programs, disaggregated by gender

UNN and MSU team working on a Transforming Institutions project to improve ethical research practices and establish an IRB at UNN.

Gorretti Nabanoga, Principal, College of Agricultural and Environmental Sciences at Makerere University speaks at the Diversity and Inclusion in Leadership and Training workshop supporting by AAP's Transforming Institutions program.

Actions/Activities	Y1	Y2	Y3	Y4	Y5
Conduct needs assessment and landscape analysis for university capacity strengthening needs					
• Identify a gender-balanced research team from across the consortium and collaboratively design the study.	●				
• Conduct research and publish report on AAP website and in academic journals	●	●			
• Identify and support Institutional flagship capacity strengthening initiatives based on needs assessment/landscape analysis			●	●	●
Strengthen the capacity of Global North and South partners in the practice of equitable and sustainable partnerships					
• Present AAP model and experience with partnerships at conferences and public forums	●	●	●		
• Hold capacity building and awareness raising workshops on equitable partnerships in the Global South and Global North	●	●	●	●	●
• Establish an equitable partnerships community of practice and support MSU's Global IDEAS and other partners in developing guidelines at member institutions	●	●			
Establish innovative models of collaborative / cross-institutional higher education programming					
• Research existing models for dual degree / collaborative graduate programs with emphasis on PhD training to support faculty members at consortium members	●	●			
• Support establishment of institutional mentoring programs at consortium member universities with a focus on gender equity and early career researchers			●	●	●
• Support a training-of-trainers program for building / strengthening teaching assistantships at our member institutions			●	●	●
• Support the development of collaborative online learning (COIL) courses between and among MSU and AAP African members. This includes supporting the development of a cross-university COIL platform at MSU and African universities	●	●	●	●	●
• Implement Transforming Institutions small grants program	●	●	●	●	●

GOAL 3: RESEARCH FOR IMPACT

Demonstrated practice of research for impact among partner institutions

Objectives

3.1 Promote human-centered and gender-inclusive approaches for stakeholder engagement in problem identification and solutions

3.2 Increase the number of co-created equitable and inclusive research-for-impact projects

3.3 Develop and diffuse AAP partnership research outcomes

3.4 Develop and diffuse AAP partnership principles and research model

3.5 Engage policymakers, communities and other stakeholders in research

3.6 Promote women's and underrepresented groups' leadership of research teams and authorship of research outputs (publications, presentations, etc.)

Illustrative Indicators

Number of:

- co-authored policy documents/briefs created by AAP-facilitated teams *and* AAP management team
- co-authored manuscripts submitted for publication by AAP-facilitated teams *and* AAP management team
- co-authored manuscripts published by AAP-facilitated teams *and* AAP management team
- conferences/events featuring AAP work or AAP personnel
- attendees at AAP-supported events
- international scholars trained directly
- direct and indirect beneficiaries of AAP-facilitated trainings, disaggregated by gender

ACTIONS/ACTIVITIES	Y1	Y2	Y3	Y4	Y5
Expand the African Futures Early Career Research Leadership (African Futures) program to develop the next generation of African research leaders					
• Develop different models of the African Futures program	●	●	●	●	●
• Identify potential partners at consortium institutions or globally and funders and develop concept notes to seek external funding with the initial target focusing on women early career researchers	●	●	●	●	●
• Implement the African Futures program with MSU funding on alternate years with the PIRA program; this will be held annually if external funds are identified	●		●		●
• Conduct an evaluation of the African Futures program to determine return on investment		●			●
Establish a Global Scholars Program (Africa Engaged) for early career MSU Faculty					
• Engage with MSU Department Chairs and Deans and co-create a gender-balanced Africa-engaged early career researcher program at MSU	●				
• Implement the program at AAP Consortium member institutions		●	●	●	●
Facilitate establishing and/or strengthening of centers of excellence and think tanks in AAP's six key priority areas					
• Map think tanks in the SADC, EAC and ECOWAS regions	●				
• Define a coordinating structure in the regional economic communities	●	●			
• Identify strategic priority areas of focus for the think tanks within each regional economic community with a cross-cutting focus on gender and inclusion	●	●			

ACTIONS/ACTIVITIES	Y1	Y2	Y3	Y4	Y5
Facilitate AAP Research-into-Use platforms to strengthen research capacity, doctoral training, and the impact of research across the consortium					
• Continue to facilitate, support, and expand the African Youth Transformation Platform	●	●	●	●	●
• Continue to support and expand the Fertilizer and Soil Health Platform	●	●	●	●	●
• Establish an Artificial Intelligence Platform		●	●	●	●
• Establish an Energy Transitions Platform			●	●	●
Establish Research Chairs / Endowed Chairs in the six key priority areas of AAP to strengthen research capacity, doctoral training, and the impact of research (externally funded)					
• Finalize proposal and guidelines including gender equity, on establishing and funding Research Chairs / Endowed Chairs at AAP member institutions	●				
• Identify funders and adapt targeted funding proposals	●				
Establish a grant program for graduate student research					
• Establish inclusive criteria (gender, underrepresented groups, underrepresented disciplines) and guidelines for eligibility, selection, and reporting	●				
• Facilitate selection of applications	●	●	●	●	●
Expand the transdisciplinary Partnership for Innovative Research in Africa (PIRA) funding program					
• Liaise with consortium members on innovative models of contributing to expanding the PIRA funding program	●				
• Design opportunities to engage with past recipients to leverage their work for follow-on funding/research/scaling up, to publicize successes to multiple stakeholders, and to report on continuing outcomes		●			●
• Hold a dissemination event for PIRA grantees	●				
• Implement the PIRA funding program		●			●
Facilitate capacity building initiatives on research for impact					
• Engage donors on funding impact research	●	●	●	●	●
• Implement research for impact program	●	●	●	●	●

Mandela Washington Fellows at the US Department of State-funded Civic Engagement Institute at MSU, 2022.

US Professional Fellows learn about Rwandan farming practices at of as part of the US Department of State-funded exchange program.

The first cohort of African Futures Research Leadership scholars with co-Directors Richard Mkandawire and Amy Jamison.
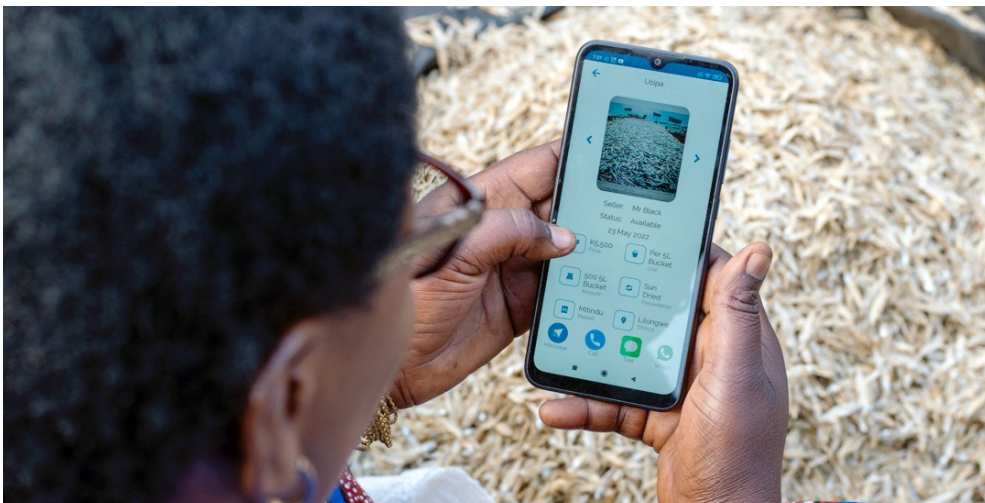
A community member in Malawi using a fish market app developed with support by an AAP PIRA grant

GOAL 4: SUSTAINABILITY

Diverse resources necessary to achieve AAP's vision and mission

Objectives

4.1   Engage effective social and human capital to strengthen AAP programs
4.2   Ensure financial sustainability
4.3   Ensure internal sustainability of management team
4.4   Mobilize resources in support of long-term partnerships that engage with AAP pillars and priority areas

Illustrative Indicators

- Number of proposals for external funding submitted by AAP and AAP-supported teams
- Number of proposals for external funding awarded to AAP and AAP-supported teams
- Total amount (USD) of external funding secured by AAP and AAP-supported teams
- Number of gender inclusive proposals (integrating gender approaches, research topics, and/or with gender-inclusive teams) for external funding submitted by/awarded to AAP and AAP-supported teams

ACTIONS/ACTIVITIES	Y1	Y2	Y3	Y4	Y5
Initiate partnerships with government, foundations, and other potential funders to implement AAP programming					
• Identify funders that AAP can approach to support its research and capacity building activities	●				
• Organize meetings with the funders and provide them with AAP capacity statement and follow up with them	●	●	●	●	●
• Develop concept notes / proposals with partners for funding for key AAP programs	●	●	●	●	●
Establish an African Business Forum to engage African funding partners with AAP member institutions					
• Develop concept note on forum goals, and approach	●				
• Identify funding partners from consortium countries and develop timeline of engagement	●		●		●
• Plan forum and invite delegates at consortium institutions			●	●	●	●
• Follow up actions from the discussions at the African Business Forum		●	●	●	●
Support AAP consortium faculty members to submit proposals					
• Identify funding opportunities for consortium members and partners	●	●	●	●	●
• Facilitate proposal development and submission	●	●	●	●	●
Establish the AAP Foundation as an African-based registered entity to support AAP programming					
• Conceptualize the AAP Foundation as a non-profit entity based in Africa to support AAP programs		●			
• Identify MSU and African stakeholders to champion the development / co-creation of the foundation		●			
• Register the foundation in Africa and establish the administrative systems			●		
• Strengthen capacity of AAP management team to effectively manage the foundation			●	●	●

GOAL 5: INCLUSIVE GOVERNANCE

AAP governance reflects and promotes the model of co-creation and equitable partnerships among consortium members

Objectives

5.1   Strengthen the inclusive governance and accountability structure of AAP
5.2   Promote (buy-in/ownership) of AAP among consortium members
5.3   Strengthen the leadership of the management team, ensuring gender balance and inclusion

Illustrative Indicators

- Number of consortium meetings held
- Number of AAP members represented at consortium meetings
- Percentage of AAP members represented at consortium meetings
- Number of advisory board meetings held
- Percentage of advisory board members at meetings
- Gender ratio of advisory board
- Number of AAP-facilitated teams where all parties report agreement that partnership was equitable disaggregated by gender of team leadership
- Percentage of AAP-facilitated partnerships where all parties report agreement that it was equitable disaggregated by gender of team leadership
- Number of AAP-facilitated teams where all parties report agreement that partnership was transparent disaggregated by gender of team leadership
- Percentage of AAP-facilitated partnerships where all parties report agreement that it was transparent disaggregated by gender of team leadership
- Number of AAP-facilitated teams where all parties report agreement that partnership was inclusive disaggregated by gender of team leadership
- Percentage of AAP-facilitated partnerships where all parties report agreement that it was inclusive disaggregated by gender of team leadership
- Number of AAP-facilitated teams where all parties report agreement that all parties in partnership were accountable disaggregated by gender of team leadership
- Percentage of AAP-facilitated partnerships where all parties report agreement that all parties in partnership were accountable disaggregated by gender of team leadership

MSU Interim President Teresa Woodruff meets with University of Cape Coast (Ghana) Vice Chancellor Johnson Nyarko Boampong.

Breakfast meeting at the AAP annual consortium meeting hosted by UNN in Abuja, Nigeria.

Former AAP advisory board member, Moses Osiru, workshopping input into AAP's new strategic plan at the AAP annual consortium meeting in Abuja, Nigeria

Actions/Activities	Y1	Y2	Y3	Y4	Y5
Refine the consortium membership criteria to allow for expansion of the AAP consortium					
• Develop the proposed next set of members for discussion with consortium	●				
• Have exploratory meetings with potential new members to identify interest and come to mutual agreement on roles and responsibilities	●	●			
• Invite new members to join as per categories agreed on a phased basis		●			
• Recruit and engage strategic advisory board members that will contribute to the development of the AAP		●			
Engage consortium leaders and focal points on flagship initiatives					
• Identify initiatives for consortium institutional leads and focal points to implement that are aligned with their institutional missions	●	●	●	●	●
• Identify potential funders to support initiatives	●	●	●	●	●
Engage with the consortium and advisory board about AAP's progress towards goals					
• Facilitate weekly meetings of the AAP management team	●	●	●	●	●
• Facilitate quarterly MSU stakeholder meetings	●	●	●	●	●
• Facilitate quarterly consortium and advisory board meetings	●	●	●	●	●
• Host scholarly and capacity strengthening events in conjunction with the consortium and advisory board meetings	●	●	●	●	●
Capacity strengthening of the AAP Management Team					
• Facilitate training and professional development of AAP team members	●	●	●	●	●

GOAL 6: DOCUMENTATION, LEARNING & KNOWLEDGE EXCHANGE

Effective communication, engagement, documentation, and shared learning among AAP and all stakeholders

Objectives

6.1 Facilitate dialogue, communication, and engagement to promote equitable partnerships, successful models, and exchange knowledge among AAP stakeholders

6.2 Manage and maintain AAP consortium brand and identity to all stakeholders

6.3 Demonstrate impact through high quality, inclusive data collection and analysis

6.4 Improve AAP's programs, activities, and partnership model by incorporating lessons learned through inclusive data analysis

Illustrative Indicators

- Number of social media posts about AAP or AAP programs
- Number of people who engage with AAP social media posts
- Number of AAP faculty and researchers engaged with AAP social media disaggregated by gender and region
- Total reach: Number of unique individuals exposed to AAP content across all platforms disaggregated by region
- Engagement: Number of likes, shares, and comments on social media posts, indicating audience engagement and interest
- Website traffic: Page views, number of times AAP website pages are visited
- Time on site: The average time visitors spend on AAP pages, indicating their level of interest
- Social media follower growth: Increase in the number of followers across social media platforms during the year
- Media coverage (media placements): Number of times AAP content is featured in news articles, blogs and other media outlets
- Event registrations: Number of individuals who sign up for webinars, workshops, or other AAP related events
- Participation rate: Percentage of registered participants who attend the events disaggregated by gender, region, institution, and race

AAP consortium member communication focal points at at the AAP annual consortium meeting hosted by UNN in Abuja, Nigeria 2022.

Kadidja Koné, ULSHB and Paula Winke, MSU discuss their research on second language studies and the ILTA/Duolingo grant they received on English Language Assessment in Mali.

US Department of State Professional Fellow Tracy Mapfumo (Zimbabwe) presents her final project at the fellowship's closing event, October 2022.

Actions/Activities	Y1	Y2	Y3	Y4	Y5
Facilitate dialogue, communication, and engagement to promote equitable partnerships, successful models, and exchange knowledge among AAP stakeholders					
• Develop and implement an inclusive AAP communication, engagement, and marketing strategy	●		●		
• Facilitate virtual and in-person awareness raising events on the campuses of AAP consortium members (townhalls, coffee hours, happy hours, meetings etc)	●		●		●
• Establish creative, inclusive communication programs to engage youth and other stakeholders focused on changing the narrative about Africa	●		●		●
• Promote the AAP consortium model to global thought leaders and disseminate best practices related to equitable and sustainable partnerships	●	●	●	●	●
• Communicate success stories about AAP-supported work aimed at transforming institutions and lives to both scholarly and general populations.	●	●	●	●	●
• Engage AAP communications contacts	●	●	●	●	●
• Facilitate and establish partnerships to strengthen AAP's inclusive communication strategy and advance research communication and stakeholders' engagement	●	●	●	●	●
Demonstrate impact through high quality data collection and analysis					
• Co-create and implement a streamlined and inclusive data management and analysis framework for monitoring AAP programs	●				
• Provide an annual report to ISP and AAP consortium that is aligned to goal, targets, and indicators in the strategic plan	●	●	●	●	●
Improve AAP's programs, activities, and partnership model by incorporating lessons learned and documenting successes					
• Identify best practices from AAP programs and partnership model	●		●		●
• Document learnings from AAP programs, activities and/or partnership model	●				

US Department of State Professional Fellows Program alumni, Raymond Musiima and Samuel Kiggundu (Uganda).

MONITORING, EVALUATION, LEARNING, AND DISSEMINATION (MELD)

During its first five years, AAP used a variety of methods to track its programs and measure its efficacy in transforming institutions and individuals' lives. However, during the strategic planning sessions, AAP members identified as a priority the need to establish a more formal and robust process for monitoring AAP initiatives, evaluating their results, and disseminating that information both internally among consortium members and externally to the wider public. As such, AAP added a sixth goal to the strategic plan: documentation, learning, and knowledge exchange.

In this regard, the AAP Monitoring, Evaluation, Learning and Dissemination (MELD) team developed this MELD plan to codify the process by which AAP identifies the indicators to measure its programs, its information collection methods, data management and sharing methods, information collection timelines, internal and external knowledge dissemination strategies, and the respective responsibilities of the AAP management team and consortium members.

MONITORING

AAP members are committed to working in equitable partnership to transform lives and address global challenges, guided by the principles of accountability, equity, inclusivity, sustainability, and transparency. As such, the AAP offices collect data on process indicators, which measure how well collaborations between AAP members embody the consortium principles in addition to the more standard performance indicators, which quantify progress towards the stated goals and objectives of AAP's various programs and initiatives. The process and performance indicators will be monitored concurrently according to the practices and timeline below.

i   Process Indicators

AAP standard process indicators are used to measure the extent to which AAP initiatives embody the consortium's core vision—its commitment to equitable partnership, accountability, transparency, inclusivity, and sustainability. Qualitative data will be collected from PIs of AAP-funded programs and will be disaggregated by gender and region.

Examples of process indicators can be found under **Goal 5: Inclusive Governance**.

Where all parties agree that:		
# **Number of AAP-funded teams**	...partnership was **equitable** ...partnership was **transparent** ...partnership was **inclusive** ...alll parties in partnership were **accountable**	**%** **Percentage of AAP-funded partnerships**

ii.   Performance Indicators

AAP performance indicators are divided into two categories: standard performance indicators and custom performance indicators. The standard performance indicators measure progress, across all AAP programs and initiatives, towards the first five AAP goals, whereas the custom performance indicators are used to measure specific program-related objectives, such as research results, training outcomes, or reporting to external funders. All indicators, both standard and custom, are disaggregated by gender, region, and AAP priority area.

Standard performance indicators will be identified and reviewed each year by the consortium members before being updated in AAP's annual workplan, if necessary, to ensure progress is being tracked according to the AAP goals and that we are capturing data to ensure gender equity and inclusion within our programs.

DATA COLLECTION METHODOLOGY

To collect data, the AAP management team utilizes Qualtrics, to create program-specific surveys as well as a general AAP survey, which is available anytime for AAP personnel to catalogue achievements and milestones. The surveys are created by the AAP MELD team, in collaboration with AAP management, AAP focal points, and program leaders. The MELD team shares the surveys and is responsible for data collection.

AAP personnel self-report progress towards consortium indicators and catalogue deliverables through the online survey no less than twice a year to coincide with AAP's semi-annual reporting requirements. AAP personnel includes employees of the AAP East Lansing and Africa offices and the focal points from each AAP member institution. AAP personnel are also responsible for collecting programmatic data from the initiatives they manage. The MELD team is responsible for collecting longitudinal data from past programs through a semi-annual request for updates.

Principal investigators (PIs) on AAP-funded programs submit indicator data according to their program-specific reporting schedule, all of which include a responsibility to submit a final report within 30 days of their project end date, and as requested by AAP to coincide with its semi-annual reports. A workshop that explains the program-specific reporting requirements for each AAP funding mechanism will be held at the commencement of the project for all PIs. PIs submit their data through an online survey to which they may attach deliverables as well. After the completion of the program, AAP requests PIs for updates bi-annually. When submitting data, both personnel and PIs relate their work to the United Nations Sustainable Development Goals, which in turn is reported to MSU's Office of Sustainability and AAP's African members.

MANAGING INDICATOR DATA

Once data is collected, the AAP MELD team cleans and compiles the data, as well as any program deliverables, into its online database. Data is sorted according to program, disaggregated by gender, region, and priority area, and reports are generated to illustrate milestones across AAP's work.

EVALUATION

Program evaluation refers to the process of collecting and analyzing data with a view to measure progress towards intended outputs and outcomes of AAP programs, as reported, in relation to their stated objectives and theory of change. AAP programs will be evaluated for two main purposes, to ensure accountability to stakeholders and funders as well as to learn best practices to improve programming and disseminate knowledge to external audiences. In this five-year strategic plan, AAP is planning to conduct two program evaluations, a mid-term and a final evaluation. The mid-term evaluation tentatively scheduled at the end of year two will be conducted internally, while the final evaluation will be conducted by an external expert after the five-year period.

LEARNING

Upon completion of the data evaluation, AAP will continue to identify best practices and points for improvement that inform future programming. This learning takes place at the consortium level twice a year to assess of the programs and to inform the development of AAP's annual workplan. These reflections will also be done according to program-specific timelines, so management may adapt the programs to incorporate the lessons learned.

EVALUATING COMMUNICATION AND DISSEMINATION

To evaluate the effectiveness of communication and dissemination for research impact within AAP's strategic plan, we will employ a multifaceted approach. Firstly, we will track key performance indicators such as reach, engagement, and feedback across various communication channels, including social media, newsletters, and seminars. Additionally, we will conduct surveys for each project we fund to gauge stakeholders' awareness, understanding, and application of the research findings. Website analytics will provide insights into the extent of the research's influence. Collaboration with consortium members will help us assess the integration of our research into policy and practice. Regular review meetings will enable us to adjust communication strategies based on real-time data. Communication and dissemination will be included as part of the internal mid-term and external 5-year review of the AAP. This holistic evaluation will ensure that AAP's research makes a tangible impact by effectively reaching, informing, and influencing its target audiences.

Mali-Guinea-MSU partnership workshop to fight gender-based violence held in Conakry, Guinea 2023, supported through AAP's Transforming Institutions program.

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