

An AI-generated image of a woman and a young child. The woman is wearing a traditional orange and brown patterned headwrap and a matching shawl. She has a serious expression and is looking directly at the camera. The child is wearing a striped headwrap and is looking slightly to the side. The lighting is dramatic, with strong highlights and deep shadows, creating a somber and focused atmosphere.

# **TRANSFORM: Amref Health Africa's Corporate Strategy**

## **2023-2030**

This image is generated using Artificial Intelligence. We embrace digital transformation as a major disruptor and enabler in delivering lasting health change.

# 1. Who we are



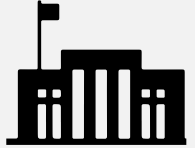
Amref is the **largest Africa-based international health development organisation** delivering health services and training to over 30 million people annually in 35 countries in Africa.

Headquartered in Kenya and founded in 1957 as the Flying Doctors of East Africa which brought critical health services to remote communities, Amref continues to evolve and innovate their approach to increase sustainable health access in communities.

Our strong technical expertise is matched by a robust operating platform, which supports our community-based last mile health delivery approach which has been refined over the last 65 years.

We have strong, trusted partnerships and collaboration with governments; national, regional, and global policy makers, and multi-sectoral partnerships that support holistic and diversified community-health programming. Our expanded resource mobilisation strategy includes a lens on social enterprise, as well as an expanding geographic footprint across Africa.

Our subsidiaries include Amref Flying Doctors, Amref Health Innovations, and the Amref International University.



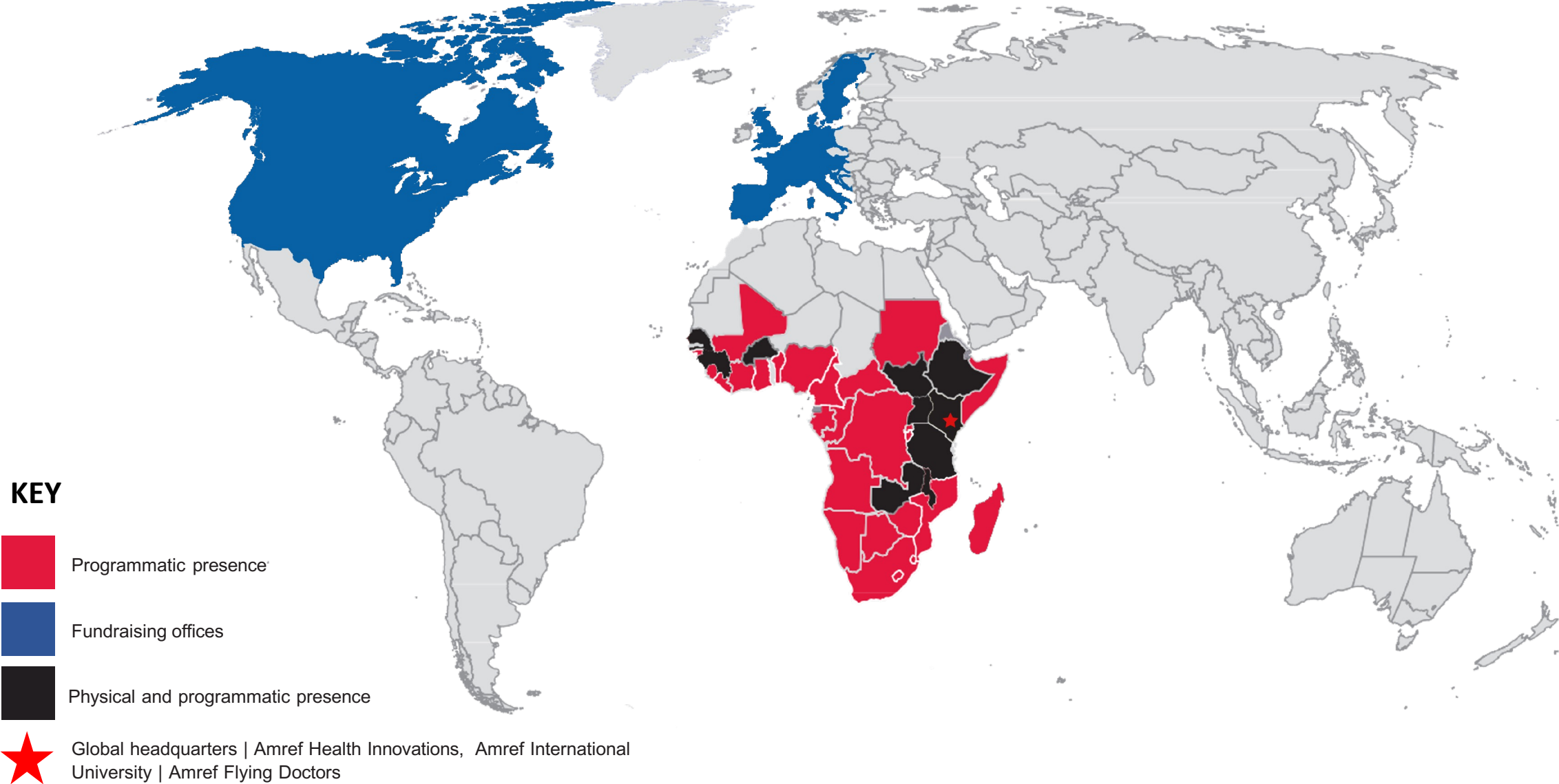
Nairobi,  
Kenya



# 2. We are rooted in core values



# 3. Our global presence



## 4. IMAGINE 2030: AFRICA TRANSFORMED



*Dr. Githinji Gitahi*  
*Group Chief Executive Officer*

### IMAGINE 2030

A world where health blooms,  
Where every soul finds solace, every hour.

Imagine a world where wellness thrives,  
Where new hope derives,  
A vision of health we all adore, transformed!

Imagine a mother, a child's bright smile,  
Dreams taking flight, nurtured by health, transformed!

Imagine a girl, empowered and free,  
Her dreams, no boundaries to see,  
Healthy, she finds her way, transformed!

Imagine a commune, vibrant and strong,  
Through knowledge and care, lifting another  
Building prosperity, transformed!

Imagine a world where disparities fade,  
Health as the bridge, UBUNTU defined, transformed!

It's this vision, we all can achieve,  
With Amref, together, transformed!

For a healthier world that will never end.

Imagine, Africa transformed!

*Githinji Gitahi, 2023*

# 5. Introducing TRANSFORM: Amref's Corporate Strategy 2030

“Our new corporate strategy sets the bold ambition for Amref to be the leading non-governmental actor in and on Africa's health agenda by 2030.”

*Dr. Githinji Gitahi*  
*Group Chief Executive Officer*

Amref's vision is for lasting health change in Africa and our mission is to catalyse and drive community-led and people-centred primary care health systems while addressing social determinants of health. Our ambition is driven by six drivers of change which we be addressed in this strategy. The drivers are:

1. The urgency to attain Universal Health Coverage (UHC)
2. The climate crisis
3. Growing youth population resulting in increased rapid urbanisation
4. Health security
5. Regional conflicts and their impact on health systems
6. Transformation in data and technology and its impact on access and delivery of health services

Our strategy is intentionally aligned to key regional and global policies, frameworks and strategies that shape Africa's health agenda such as Universal health Coverage (UHC), the Sustainable Development Goals (SDGs) and the Africa Health Strategy (AHS), all of which run until 2030, perfectly aligned with TRANSFORM.

By 2030, Amref will deliver several health impacts in an expanding geographic footprint across Africa. Community health systems will be strengthened to better support and sustain UHC. We will increase access to and the use of quality Primary Health Care (PHC) to reduce morbidity and mortality; address social determinants of health; all in a quest to improve the livelihoods of women and young people who are the agents of change in our communities. Ultimately, through TRANSFORM, Amref will support a stronger health development agenda to deliver lasting change in Africa.

TRANSFORM's strategic ambition will be achieved via two interconnected strategic platforms:

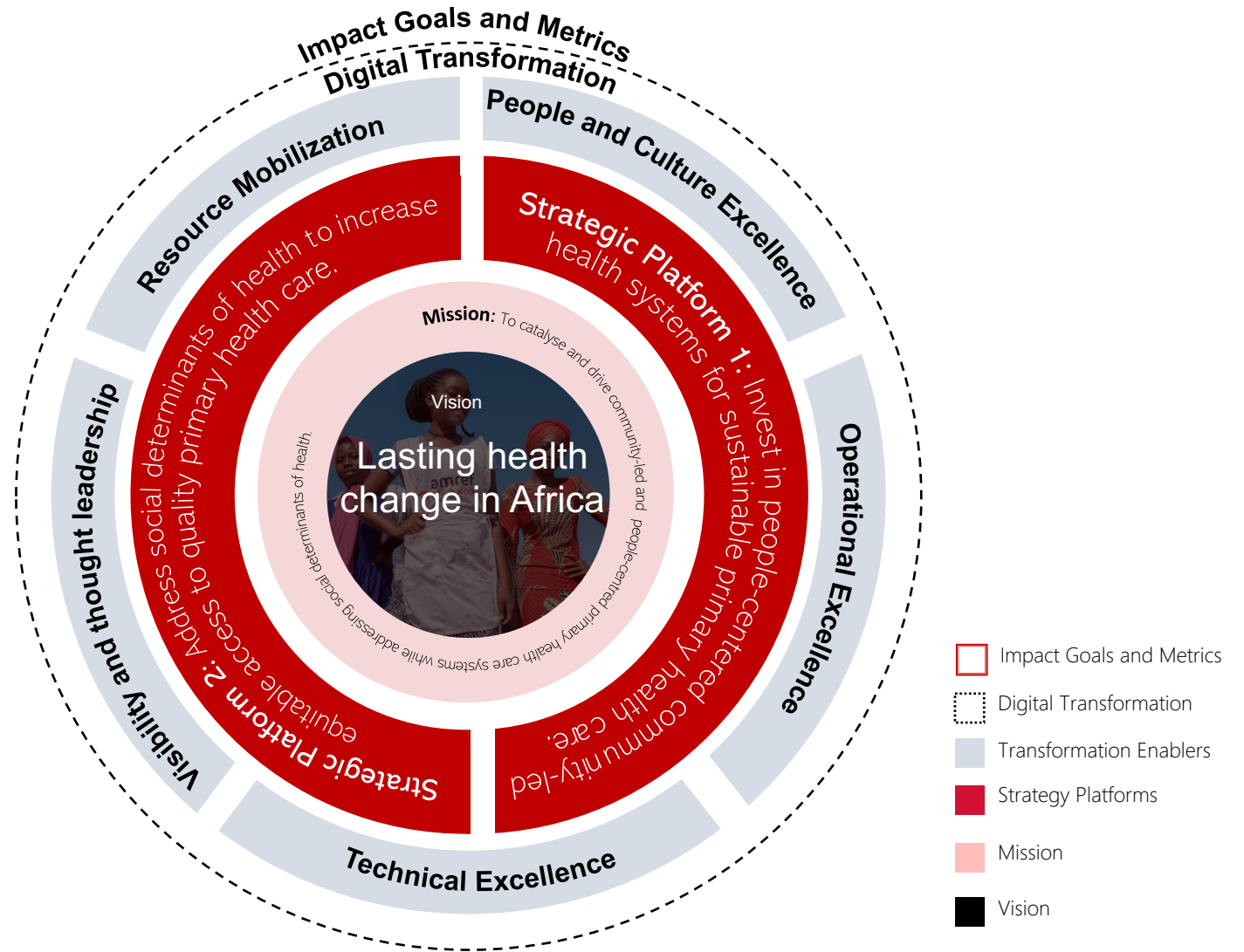
- Invest in people-centred health systems for sustainable PHC
- Address social determinants of health to increase equitable access to health services

Digital transformation and five organizational transformation enablers will ensure delivery of our strategy

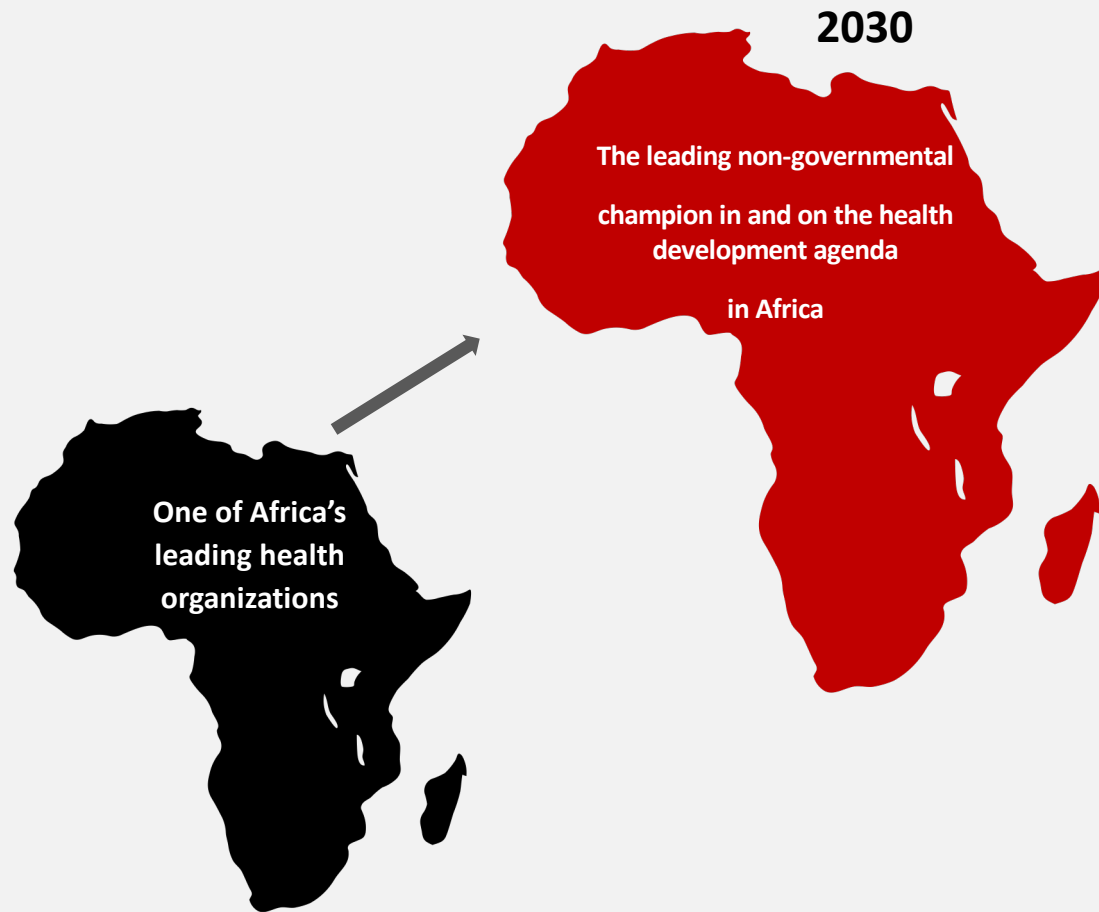
# 6. Our Vision, Mission and Manifesto

## Amref's promise:

“To **TRANSFORM** the health of communities in Africa through investing in the health and lives of women and young people as agents of change in African communities”.



# 7. Our Ambition



To achieve **TRANSFORM**, Amref will elevate itself from being one of the leading health organisations in Africa to the non-governmental champion in and on the health development agenda in Africa.

Amref will deliver several health impact goals (IGs):

**IG1:** Strengthened community health systems towards sustainable UHC

**IG2:** Increased access to and utilisation of quality PHC to reduce morbidity and mortality

**IG3:** Improved livelihoods of women and young people to reduce inequities

**IG4:** Improved social and structural conditions that impact health outcomes

**IG5:** Stronger health development agenda to deliver lasting health change in Africa



# 8. TRANSFORM: Amref Corporate Strategy 2030

## VISION

Lasting health change in Africa

## MISSION

To catalyse and drive community-led and people-centred primary health care systems while addressing social determinants of health.

### Strategic Platform 1:

Invest in people-centered community-led health systems for sustainable primary health care

### Strategic Platform 2:

Address social determinants of health to increase equitable access to quality primary health care

#### Strategic Objectives

- 1: Strengthen community health systems to increase equitable sustainable access to quality PHC for UHC.
- 2: Strengthen a fit-for-purpose health workforce for improved skills, productivity.
- 3: Facilitate sustainable health financing to increase equitable access to health services.
- 4: Strengthen health focused civil society organisations for social accountability and sustained impact.
- 5: Leverage innovation and technology to enable efficient PHC programming.

#### Strategic Objectives

- 6: Invest in education initiatives that significantly impact health outcomes.
- 7: Invest and advocate for policies that improve the livelihoods of vulnerable populations, specifically for women and young people.
- 8: Address emerging health issues at the intersection with climate change to deliver holistic programming.
- 9: Support community health systems to prepare and respond to emerging public health threats such as pandemics and to deliver health services in fragile environments.
- 10: Target health needs arising from growing youth demographic and rapid urbanisation to address increasing demand for health services for equitable access to PHC, including prevention of non-communicable diseases.

## TRANSFORMATION ENABLERS



People and Culture Excellence



Operational Excellence



Technical Excellence



Visibility and Thought Leadership



Resource Mobilisation Excellence

## DIGITAL TRANSFORMATION

## IMPACT GOALS AND METRICS

# 9. How we will deliver the strategy

## Amref Principles for Transformational Leadership



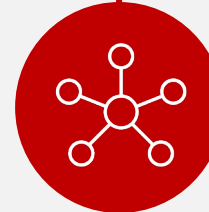
People-centeredness



Community leadership for impact



Women and young people as agents of change



Multi-sectoralism



Thought leadership

## Organizational Transformation enablers



People & Culture Excellence

- Employee experience
- Leadership Incubator



Operational Excellence

- One Amref Governance
- Operational Efficiency
- Triple Bottom Line Agenda (ESG)



Technical Excellence

- Integrated programming
- Technical Assistance
- Learning
- Evidence-based advocacy and policy
- Knowledge generation and management
- Diversity, Equity and Inclusion (DEI)



Visibility and Thought Leadership

- Visibility
- Thought Leadership

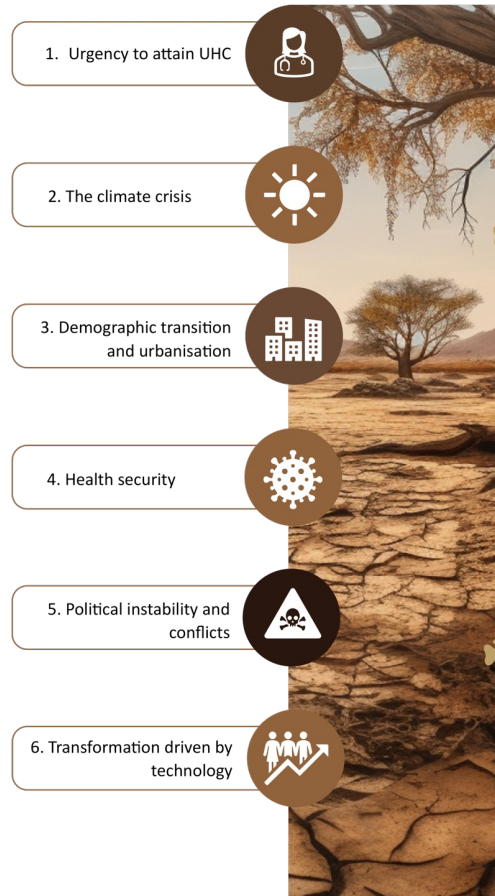


Resource Mobilisation Excellence

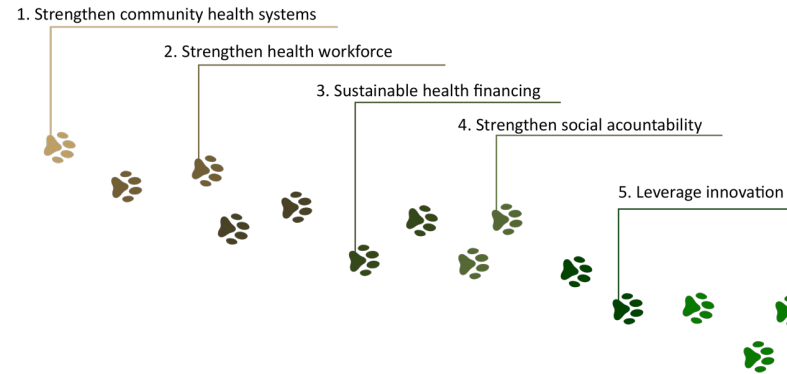
- Individual Giving strategy (IG)
- Public & Institutional funds (PIF)
- Private Partnerships and Philanthropy (PPP)

# 10. Our Journey to 2030

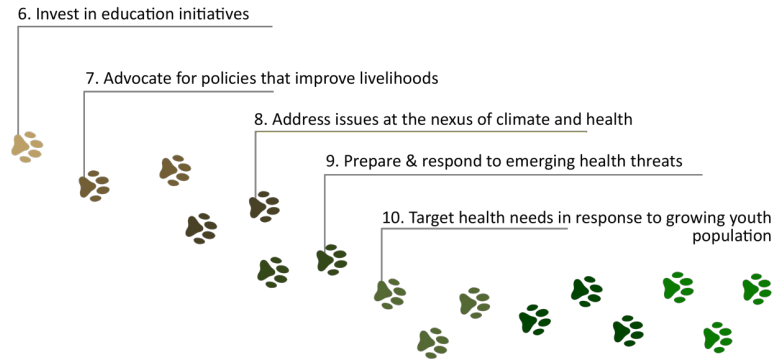
## Drivers of Change



### Strategic Platform 1: Invest in people-centered community-led health systems for sustainable primary health care



### Strategic Platform 2: Address social determinants of health to increase equitable access to quality PHC



## VISION 2030

## Lasting Health Change in Africa



## DIGITAL TRANSFORMATION



## 11. Support Africa's health agenda

- Achieving Africa's health transformation – and Amref's bold new strategy – will require ambitious commitments and support from multiple stakeholders and individuals around the world.
- If you would like to join our mission, or would like further information on Amref's work, please get in touch with us on: [info@amref.org](mailto:info@amref.org) or visit us at [www.amref.org](http://www.amref.org)