

# TRANSFORM:

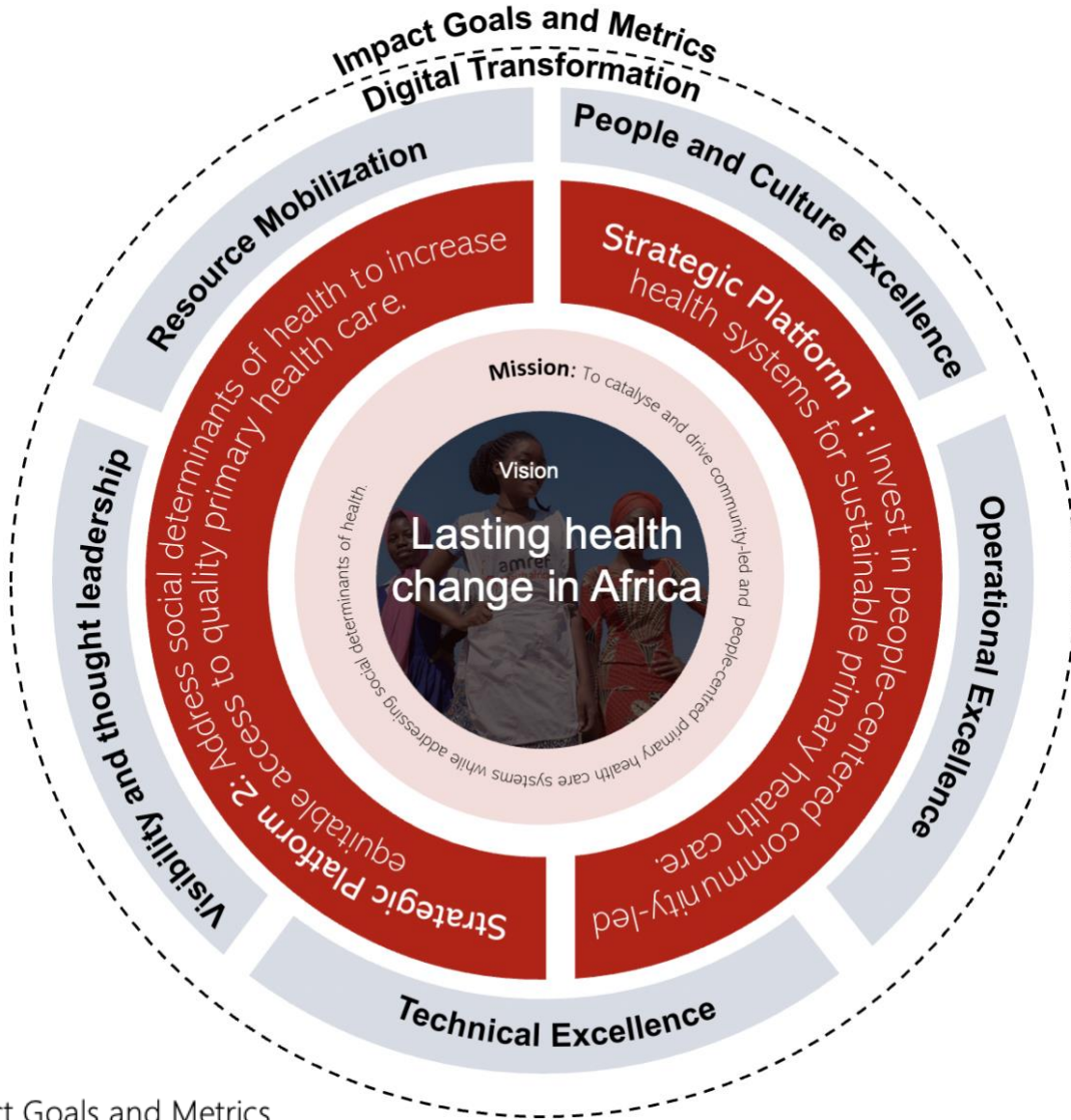
## Amref Health Africa's Corporate Strategy 2023-2030



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

## Our Vision, Mission and Manifesto

**Our Manifesto: 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.**



- Impact Goals and Metrics
- Digital Transformation
- Transformational Enablers
- Strategy Platforms
- Mission
- Vision

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## Abbreviations

<b>AHS</b>	Africa Health Strategy
<b>DEIB</b>	Diversity, Equity, Inclusion and Belonging
<b>ESG</b>	Environmental, Social and Governance
<b>IG</b>	Impact Goal
<b>LMG</b>	Leadership, Management and Governance
<b>MoH</b>	Ministry of Health
<b>NCD</b>	Non-Communicable Disease
<b>PHC</b>	Primary Health Care
<b>SDG</b>	Sustainable Development Goal
<b>SO</b>	Strategic Objective
<b>TA</b>	Technical Assistance
<b>UHC</b>	Universal Health Coverage
<b>WASH</b>	Water, Sanitation and Hygiene



## Foreword



“Our bold and ambitious 2030 Global Strategy will help transform Africa’s health agenda. We will play a leading role in ensuring UHC, the Sustainable Development Goals and Africa’s Health Strategy, with a goal to double our reach to populations on the continent by 2030.”

*Dr. Charles Okeahalam  
Chair  
International Board  
Amref Health Africa*

For more than 65 years, Amref Health Africa (Amref) has worked tirelessly with communities to attain lasting health change in Africa. In 2020, the COVID-19 pandemic disrupted and threatened decades of gains in economic growth and healthcare, contributing to a rise in other communicable- and non-communicable diseases (NCDs). This disruption halted progress made on universal health coverage (UHC) on the African continent and the world. However, it also positively fuelled African voices with optimism and hope for social justice, spotlighting the urgency to strengthen and increase investments for resilient health systems that would lead to better health and well-being for the African population.

Our new 2023-2030 Global Strategy – TRANSFORM - is a result of many months of wide engagement with different stakeholders: our institutional donors; partners in the public and private sectors; Ministries of Health (MoHs); communities we partner with, and a host of experts both internal and external to Amref. Our strategy team actively involved 62 staff members (also known as pathfinders) from across the organization.

TRANSFORM will champion and support the people of Africa to have a future of quality and accessible healthcare through our mission to catalyse and drive community-led and people-centred primary health care (PHC) systems while addressing social determinants of health. With communities - especially women and young people as the key agents of change - at the core of our mission, our efforts focus on five 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 in health.
- IG4:** Improved social and structural conditions that impact health outcomes.
- IG5:** Stronger health development agenda to deliver lasting health change in Africa.

I sincerely thank all who have contributed to the development of this strategy, including our International Board of Directors for approving TRANSFORM and our passionate team (the Pathfinders) who led the strategy development process. I would also like to thank the senior management teams and all the Amref staff and our stakeholders in Africa, Europe and North America offices who engaged in the strategy development process.

I invite you to continue engaging with us to ensure the success of this strategy in delivering lasting health change in Africa.

## 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 a  
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*

“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 Health Africa*

## **Introducing TRANSFORM, Amref’s strategy**

**Amref’s ambition is our vision for lasting health change in Africa and our mission is to catalyse and drive community-led and people-centred health systems while addressing social determinants of health.** Our ambition is driven by six major drivers of change that we believe influence Amref’s vision of lasting health change in Africa and which we will address through TRANSFORM. These are: the urgency to attain UHC; the climate crisis; growing youth population; health security; conflicts and their impact on health systems, and 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 UHC, the Sustainable Development Goals (SDGs) and the Africa Health Strategy (AHS),** all of which run until 2030, the same timeline as TRANSFORM. Africa’s slow progress towards realising UHC and the SDGs has guided our strategic vision and objectives, highlights an urgent call to action and underpins Amref’s ambitions to play a transformative role in advancing Africa’s health agenda and impacting the health of communities across the continent.

**By 2030, Amref will deliver several health impacts in an expanding geographic footprint across Africa.** Community health systems will be strengthened in order to support and sustain UHC. We will increase access to and the use of quality 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:**

1. Invest in people-centred community-led health systems for sustainable PHC.
2. Address social determinants of health to increase equitable access to health services.

**Women and young people remain the key target population for Amref and our new corporate strategy as they are the agents of change for the impact we want to see in the communities we serve.** Women are at the fore as they account for 70% of the global health and social care workforce, providing essential health services for around five billion people worldwide<sup>1</sup>. Young people’s health has worsened as the positive gains from health efforts have been outpaced by rapid population growth in Africa. A change in livelihoods and health outcomes for women and young people translates into a significant shift in outcomes for the community.

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<sup>1</sup>Delivered by Women, Led by Men: A gender and equity analysis of the global health and social workforce. WHO, Women in Global Health, Global Health Workforce Network; 2019

**The delivery of TRANSFORM will be achieved through 10 strategic objectives, all of which are underpinned and enabled by digital transformation and organisational enablers.** Five organizational transformation enablers will underpin the successful implementation of the strategy and drive transformational change: people and culture excellence; operational excellence; technical excellence; visibility and thought leadership, and resource mobilisation excellence.

## 1. Who we are

With a focus on women and young people, Amref manages a full range of medical and public health programmes tackling the most critical health challenges facing the continent – including strengthening community health systems, responding to public health emergencies, addressing communicable, non-communicable and neglected tropical diseases, maternal and child health, as well as water, sanitation, including health needs arising from climate change.



**Amref is rooted in core values and in the contexts where we operate.**

**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.** At the core of Amref's ambition is our vision for lasting health change in Africa and mission to catalyse and drive community-led and people-centred health systems while addressing social determinants of health.



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 approaches to increase sustainable health access in communities.

Our strong technical expertise is complemented by a robust operating platform, which supports our community-based last mile health delivery approach.

We have strong and trusted partnerships with governments; policy makers, and multi-sectoral partnerships supporting holistic and diversified community-health programming.

Figure 1. Amref's core values

We have steadily grown our operations globally and much of our credibility with local communities and African governments stems from the relationship and trust that we have built over the years.

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



## 2. Our global presence

**Amref has expanded across the world over recent years**, including our physical programme implementation and fundraising offices, subsidiaries. Our interventions reach more than 35 countries in Africa.

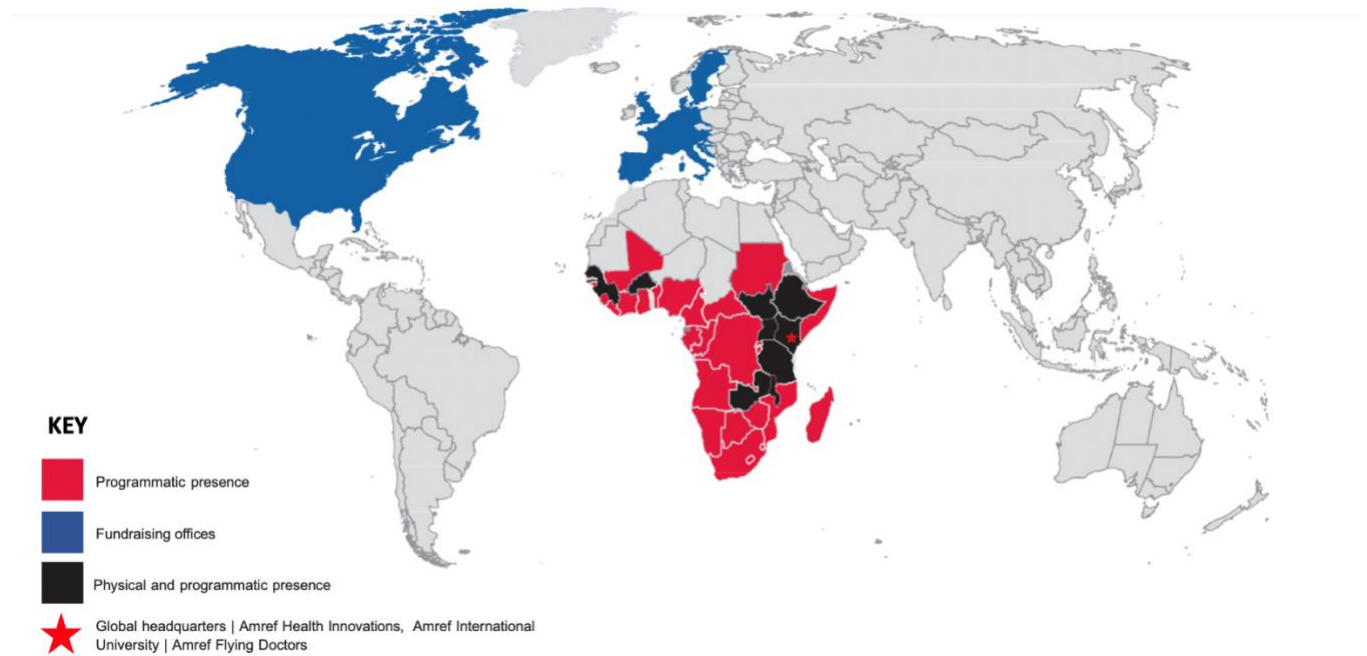


Figure 2. Amref's global presence

The six drivers are strongly interlinked. They present challenges, as well as opportunities, for sustainable PHC, but also opportunities for Amref to develop targeted and relevant solutions with a focus on the potential for transformative impact and relevance in a shifting global context.

### 3. Our strategy responds to six drivers of change, shaping Africa's health agenda

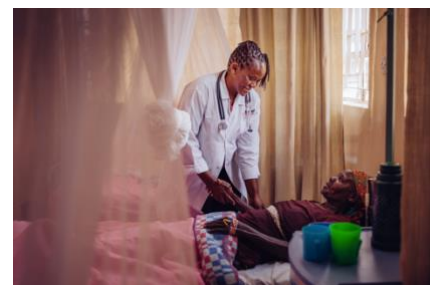
**Through extensive research and prioritisation, we identified six external drivers of change that will drive Africa's health agenda.**

1. Urgency to attain UHC
2. Climate crisis and the intersectionality with health
3. Demographic transition with a focus on young people and urbanisation
4. Public health security and emerging health threats
5. Conflicts and their impact on health systems
6. Transformation in data and technology, and its impact on access and delivery of health services.



#### **External driver 1: Urgency to attain UHC**

UHC is the blueprint to ensure healthy lives and promote well-being by the year 2030. UHC is a catalyst for human development, guaranteeing a thriving human population. Millions of Africans fall into poverty due to high out-of-pocket health payments. Though total health expenditure in Africa has increased significantly, as of 2022, domestically financed government spending had stalled. Additionally, there is no “one-size-fits-all” approach to achieving UHC and strategies will depend on local circumstances and available fiscal space.



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**As a recognised leader in advocating for UHC, Amref will continue high level advocacy and the delivery of PHC services to achieve UHC. We will extend our work with MoHs across the continent to provide technical assistance (TA), champion initiatives that support UHC - including the deployment of innovative financing mechanisms to support investments in health and reduce out of pocket expenses, e.g., strategic purchasing, public-private partnerships; build a fit-for-purpose health workforce; strengthen community health systems; strengthen health focused CSOs - and pursue strategic partnerships and multi-stakeholder collaborations that can be scaled up to accelerate progress towards UHC.**

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## External driver 2: Climate change and the intersectionality with health

Climate events leading to environmental disasters and the disruption of economic, ecological, and social systems pose significant challenges for the access and delivery of health for affected populations. Climate change is a major public health threat as evidenced by the proliferation of communicable diseases, lifestyle changes that lead to NCDs, malnutrition and other priorities. The World Health Organisation estimates that 13 million deaths occur annually because of environmental risk factors, and approximately 250,000 additional deaths will occur between 2030 and 2050 due to malnutrition, malaria, diarrhoea, and heat stress alone<sup>2</sup>. Climate change directly affects the most vulnerable, whose adaptive capacities and resilience are very low. Among this population, women and young people are most affected, further deepening gender inequalities with overarching ramifications on access to education, income, and the ability to afford quality health services.



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**Amref will work with countries to promote climate-resilient health systems and deliver more holistic programming by developing the capacities of the health workforce, endorsing One Health principles, which recognise the interconnection between people, animals, plants, and their shared environment, by addressing livelihoods, promoting proper nutrition as well as providing water sanitation and hygiene infrastructure. Interventions will focus on building resilient and green health systems through novel approaches, such as integrating One Health, innovating on early warning and surveillance systems, building the capacity of the health workforce, conducting research for evidence-based advocacy and policies for public health adaptation to climate change and building cross-sectoral collaboration to accelerate and scale action on climate. Vulnerable communities will be at the centre of all interventions, specifically women and young people.**

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<sup>2</sup> i. World Health Organization. Preventing disease through healthy environments: a global assessment of the burden of disease from environmental risks. Overview. 13 September 2018. Accessed at [www.who.int/publications/i/item/9789241565196](http://www.who.int/publications/i/item/9789241565196) on 1 August 2022.

ii. Prüss-Ustün A, Wolf J, Corvalán C, et al. Preventing disease through healthy environments: a global assessment of the burden of disease from environmental risks. World Health Organization; 2018.

iii. World Health Organization. Climate change and health. Published October 30, 2021. Accessed July 11, 2022. <https://www.who.int/news-room/fact-sheets/detail/climate-change-and-health>.

For Africa to reap the benefits of a potential demographic dividend, governments must ensure that young people are healthy, have adequate opportunities and skills to engage meaningfully in the political and development sectors, as well as in societal transformation.

### External driver 3:



#### Demographic transition and urbanisation

<sup>3</sup>The United Nations estimates the world's population will reach 10 billion by 2055, and Africa will account for 57% of this growth – representing an additional 1.3 billion people on the continent. This growth is attributed to high fertility rates and declining child mortality. Africa is home to the youngest population in the world (70% of the population is under 30 years of age) and is becoming increasingly urban with about 50% of the population now living in urban or peri-urban areas.



With an increasing urban population comes different health challenges resulting in poor nutrition, NCDs, pollution-related health conditions, poor sanitation, and housing conditions due to crowded spaces and other undesirable health conditions.

Health systems must therefore adapt in response to this demographic shift. Younger populations will access and demand health services differently, meaning that health services will require strong investments to become friendlier and more responsive to their needs. When health systems can adapt to the needs of young people they give space for young people to take ownership of their health. As younger generations get older and have fewer children, an increase in the productive labour force relative to dependent populations of children and older adults can provide an opportunity for rapid economic growth, also known as the “demographic dividend”.

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**Amref will play a critical role in addressing community health challenges resulting from rapid unsupported urbanisation by scaling up investments, such as sexual and reproductive health and rights, and comprehensive sexuality education, that are geared towards institutionalising meaningful youth engagement and leadership to improve health outcomes. Amref will design interventions to address NCDs and young people's health needs, including WASH, advocating for youth friendly policies to improve livelihoods, and supporting networks of young people to hold duty bearers accountable on health rights through youth-led social accountability.**

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<sup>3</sup> United Nations Population Fund (UNFPA)

Emerging threats such as COVID-19, Ebola, drug resistant illnesses and environmental changes pose growing threats to all populations, but particularly on the African continent.



#### **External driver 4: Public health security threats**

Infectious disease outbreaks have steadily increased globally for the past 40 years. Analyses of over 10,000 outbreaks shows that bacteria and viruses are the most common causes, with person-to-person and vector-borne transmission, zoonoses and human-specific illnesses on the rise. Climate change is also expected to accelerate biodiversity losses, consequently disrupting public health securities even further. A new disease emerging anywhere is a threat everywhere as was evidenced by the COVID-19 pandemic. Part of this vulnerability is due to weak health systems which are characterised by limited health workforces that can monitor, detect, and address health emergencies, weak public health institutions to address and respond to disease threats, and lack of local manufacturing capacity for vaccines, therapeutics, and diagnostics.



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**Amref will continue to strengthen health systems at the community level and lead advocacy efforts on policy change around equity, affordability, and access to vaccines and health therapeutics, including production in Africa. In addition, Amref will build the capacities of communities specifically through developing and delivering a framework for communities to better manage and respond to public health emergencies, including implementing community early warning and disease surveillance systems, and preparedness and response mechanisms.**

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#### **External driver 5: Political instability and conflicts**

Political instability may take an acute form of armed conflict or may manifest in the state's chronic inability to perform its basic functions over a protracted period. This invariably affects the organisation and performance of a health system and reverses any gains in countries' progress to attaining UHC. In certain instances, donor priorities shift from health and development to focussing on addressing issues that emerge from conflict. In addition, long-standing conflicts and instability pose further barriers as government priorities shift away from strengthening health and socio-economic interventions.

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**Amref will harness its experience delivering healthcare in fragile environments to increase the “last mile” reach in times of conflict. We will leverage opportunities to strengthen community health systems, develop service delivery and health financing models that are effective during conflicts and political crises, and deploy solutions that promote health systems resilience in fragile environments to ensure continued access to health services, including through the private sector.**

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**Our last mile approach will employ interventions that recognize four key emerging themes of political instability: 1. Health inequity - noting that marginalised and vulnerable communities are disproportionately affected; 2. Disruption of social services - taking into account the interrelated nature of social services such as WASH and health outcomes; 3. A fall in publicly funded provision of health services and disruption of public financial management systems – which often result in heavy reliance on out-of-pocket expenditure, and; 4. Disruption of core health system investments - particularly the health workforce, disease surveillance and information systems.**

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**External driver 6:  
Transformation driven by technology**

Digital transformation offers efficient and effective ways to carry out public health measures to both improve health care outcomes and respond to emerging public health threats in lower cost, bolder scope, and increased scalability.

Africa’s health care sector has immense potential to benefit from digital transformation investments and innovations, particularly in facilitating access to and the delivery of services. A digital-centric future for the continent is inevitable - in 2020 alone, 495 million people in sub-Saharan Africa (46% of the total population) had access to mobile phones and this number is expected to grow to 615 million by 2025<sup>4</sup>. New advancements in technology, such as artificial intelligence, are driving a shift in healthcare delivery. As healthcare expenditures rise, there is an increase in demand for digital healthcare and investment levels to support such shifts. Digital transformation offers efficient and effective ways to carry out public health measures to improve health care outcomes and respond to emerging public health threats at lower costs, bolder scope, and increased scalability.



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**Amref’s use of technology-based solutions will drive the business of the organisation and enable efficient delivery of health services and support more robust health information systems and the generation of evidence. Technology-enabled solutions will create prospects in Amref’s future, both programmatically and operationally, and serve as a bridge to improving access to and delivery of health services. It will be the “X factor” that Amref leverages for exponential growth.**

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<sup>4</sup> The Mobile Economy Sub-Saharan Africa. GSMA Intelligence; 2021

## 4. Our bold and ambitious strategic framework

**TRANSFORM elevates Amref from one of the leading health development organisations in Africa to the non-state leader in and on the health development agenda of Africa.**



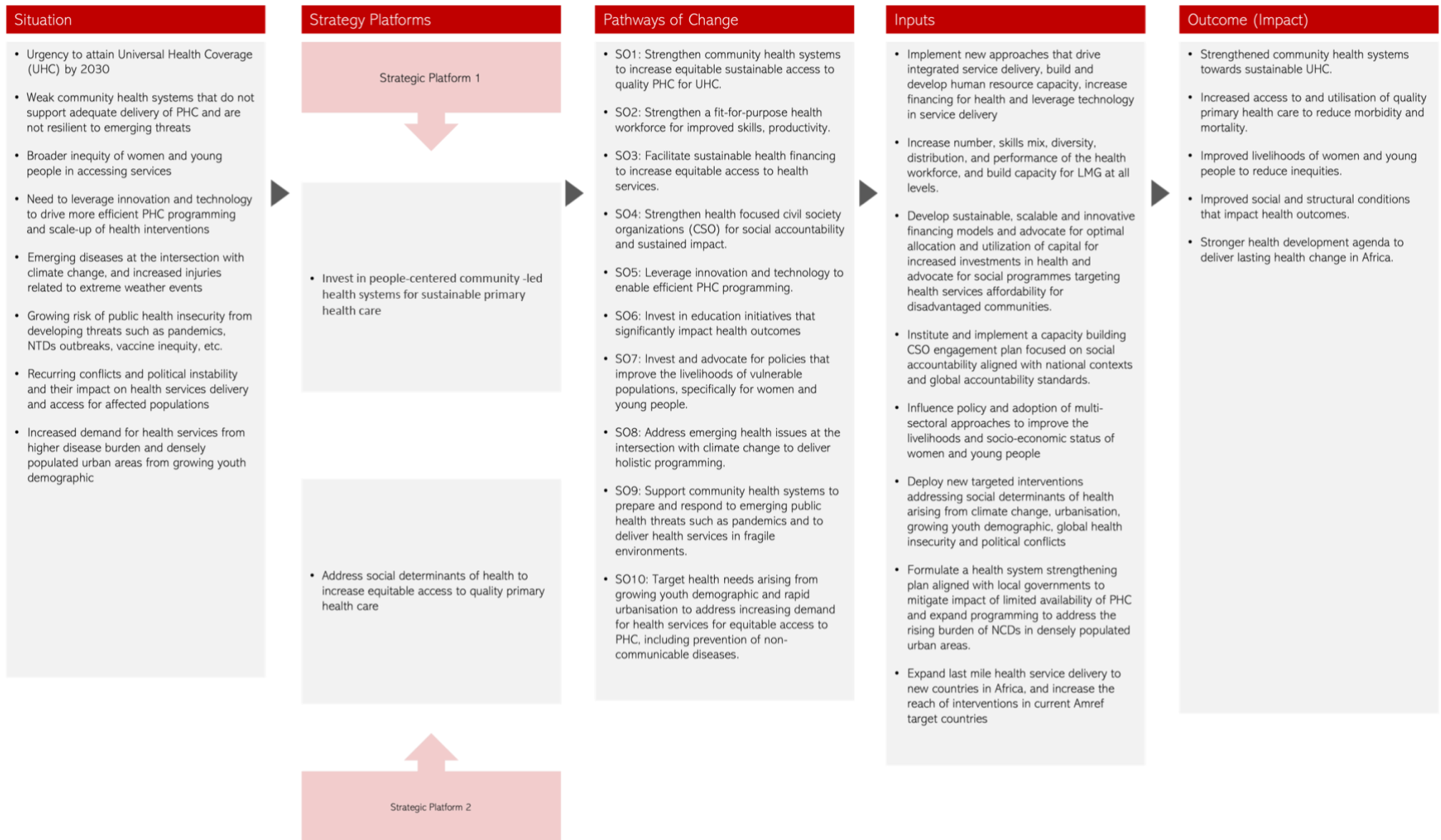
Figure 3. Amref's ambition will be delivered through TRANSFORM

**Amref will deliver several health impact goals.** Community health systems will be strengthened to support and sustain UHC. Access to and the use of quality PHC will be increased to reduce morbidity and mortality, and livelihoods and social protection for women and young people will be improved. Ultimately, through TRANSFORM, Amref will support a stronger health development agenda to deliver lasting health change in Africa.

As summarised in TRANSFORM's theory of change, which is presented in Figure 4, the strategy is formulated on a conceptual framework that has incorporated the following:

- **Situation:** The reality as described under the external drivers of change in section 3.
- **Inputs:** Strategic platforms guided by community, regional and global health agendas, and supported by organizational transformation enablers.
- **Outcomes:** Envisioned outcomes include increased equitable access to quality PHC, improved community health systems resilience, and improved social protection of vulnerable groups – particularly women and young people - by addressing social determinants of health.
- **Impact:** Successful implementation of the strategy to deliver impact for the communities we serve are reflected in the associated success metrics.

**Figure 4. TRANSFORM’s theory of change**



**The delivery of TRANSFORM will be achieved through 10 strategic objectives** formulated on the foundation of the six external drivers of change, as illustrated in Figure 5.

Amref will strengthen community health systems and PHC to prepare and respond to emerging health threats and deliver services in fragile environments. We will build, develop, and strengthen the health workforce for health capacities across Africa. We will facilitate sustainable health financing, invest in education initiatives that significantly impact health outcomes and strengthen health-focussed civil society organisations. Building on our long-standing expertise, Amref will advocate for policies that improve the livelihoods of the most vulnerable, especially women and young people. We will work at the intersection of climate change and health and target health needs arising from a growing youth demographic and rapid urbanisation.

**Operationally, five organizational transformation enablers will underpin the successful implementation of the strategy and drive transformational change**, all of which will be supported by digital transformations across all Amref's programmes and operations:

1. **People and culture excellence:** investing in our people, improving the Amref employee experience, building leaders for the future.
2. **Operational excellence:** striving for efficiency in internal processes, creating an enabling environment for programme implementation.
3. **Technical excellence:** strengthening our technical capacity to deliver the strategy platforms.
4. **Visibility and thought leadership:** expanding our visibility and influence in core areas.
5. **Resource mobilisation excellence:** strong emphasis on aggressively growing unrestricted funds to enable delivery of integrated and innovative programmes.

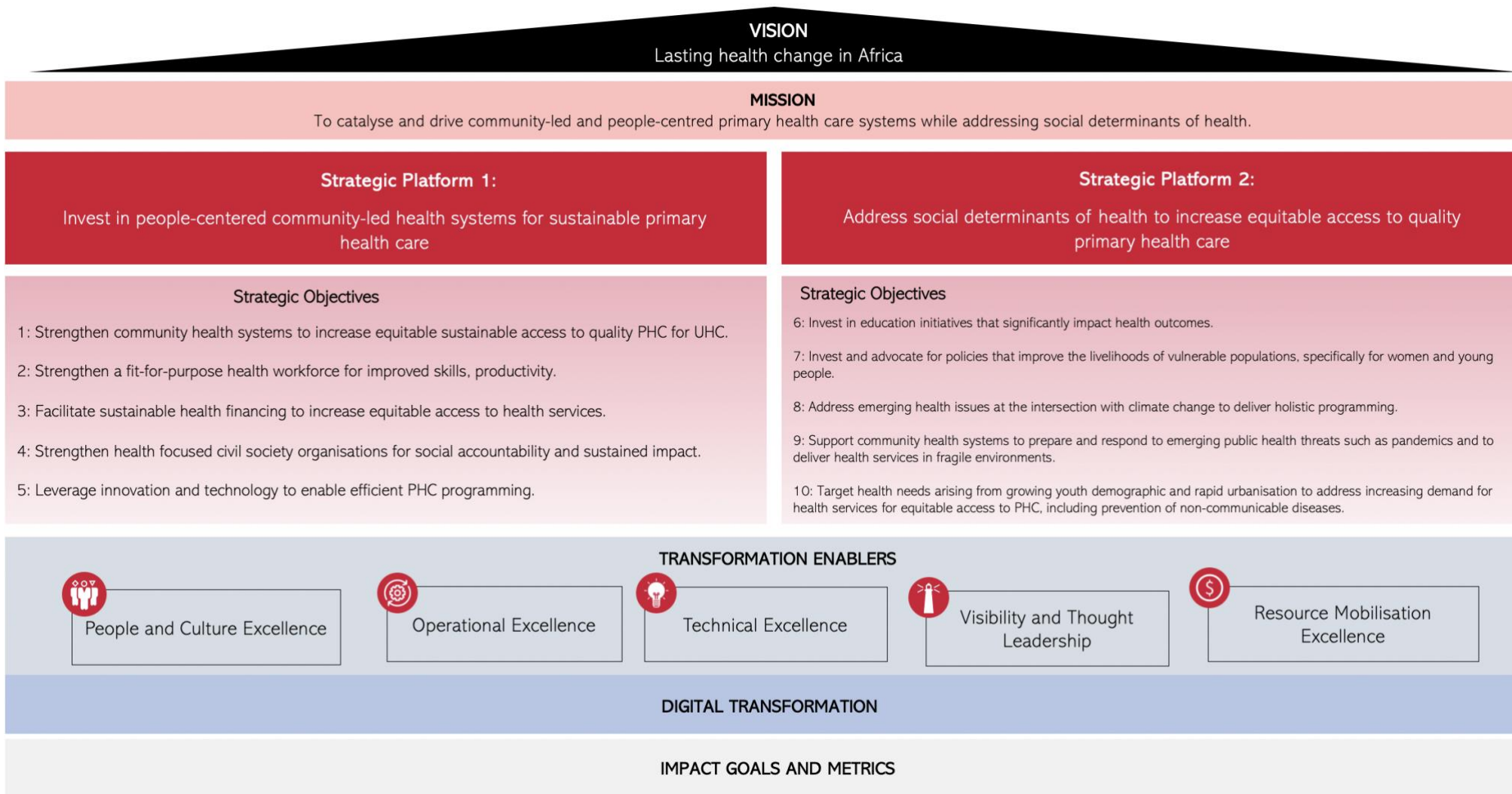


Figure 5. TRANSFORM’s conceptual framework – the “strategy house”



This strategy calls for building a stronger organisation and strengthening programmatic excellence by boldly investing in essential technical and operational capabilities to deliver an integrated programme portfolio. The success of the strategy will be measured by five impact goals (IGs) which are aligned with global and regional goals, especially UHC, the SDGs and AHS, as summarised in Figure 6.

### **Impact goals**

**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.

# High Level Indicators for Corporate Strategy 2023 - 2030



Notes: Multiple impact goals (IG) contribute to multiple platforms, and the indicators contribute to multiple impact goals. Contributions to stated SDGs cut across the various strategic platforms and objectives (SO).

AHS: Africa Health Strategy

AHS SO1: By 2030, to achieve universal health coverage by fulfilling existing global and continental commitments which strengthen health systems and improve social determinants of health in Africa

AHS SO2: Reduce morbidity and end preventable mortality from communicable and non-communicable diseases and other health conditions in Africa.

UHC: Universal Health Coverage - UHC 3.8.1: coverage of essential health services; UHC 3.8.2: catastrophic health spending.

Figure 6. TRANSFORM's high-level indicators that will measure progress against the IGs

## 5. How we will deliver the strategy

Digital transformation cuts across and supports the five organisational transformation enablers.

We will expand capacities to drive digitalisation, operational efficiency, cost-effectiveness and excellence in our programming and operations.

Amref will increase investments in designing, deploying and increasing the utilisation of technology solutions to meet the demands of a larger programme portfolio and

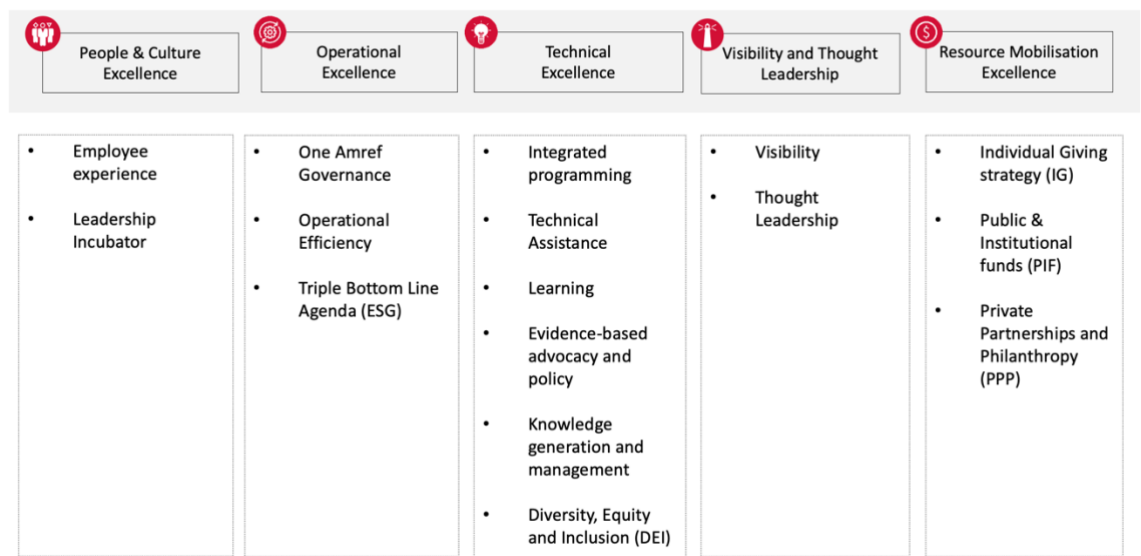
**Amref will deliver our corporate strategy through transformational leadership and the transformation enablers.** Our transformational leadership is grounded in five principles as shown in Figure 7.



Figure 7. Amref’s principles for transformational leadership

The transformation enablers will influence the strategic objectives to ensure Amref delivers programming impact that is relevant for the communities we serve within evolving global contexts. These enablers also inform internal growth areas for Amref, driving internal change and adopting new ways of doing business effectively.

### Organizational Transformation enablers



For Amref to successfully achieve our vision and strategic objectives, we will ensure a networked global governance structure, operational and organisational cohesion so that every employee embodies a uniform perspective of the organisation.



### **Transformation enabler 1: People and cultural excellence**

The overall objective for this enabler is to drive delivery via the employee experience and transformational leadership incubation.

**Employee experience:** For Amref to attract, build and retain great talent, we will change the employee experience. Inculcating a culture of responsiveness and empowerment will instil greater trust and encourage employee motivation, leading to improved employee retention and a better performing organisation. To be a greater people-centric organisation, Amref will focus on building requisite technical capacity for implementation of this strategy, improving performance management, and enhancing talent retention.



**Leadership incubator:** This is a leadership development track to grow talent within Amref, with a special focus on young people and succession planning. This is part of the organisation's long-term plan to develop visionary leaders who will help build and secure a stronger future. The envisioned outcome of the incubator is a pool of leaders who have improved decision-making and cross-functional skills, are more confident and capable, and better equipped to take on new challenges and position the organisation for long-term success.



### **Transformation enabler 2: Operational excellence**

The overall objective for this enabler is to drive lean and agile decision-making and operations across Amref. This will be facilitated by adopting a “one Amref” governance framework, efficiencies focusing on customer service and quality, and a “triple-bottom-line” agenda (environmental, societal and governance).

**“One Amref” governance:** The governance framework will preserve and strengthen stakeholder confidence, provide the foundation for Amref to be a higher-performing organisation, and ensure Amref is well placed to dynamically respond to changing external environments.

**Operational efficiency:** Operational efficiency is paramount to continuing to deliver value for money. Amref will provide employees with the tools and resources that enable them to embrace customer-service, increase efficiencies, and utilise resources optimally to deliver high-quality work - whether through delivering health services to communities or internally supporting teams. From a customer experience perspective, we shall always embed excellence in our service delivery, adopting operational rigour in everything we do and employing standardised processes and procedures where we operate.

**Triple-bottom-line agenda:** We fully appreciate that the planet and people elements of sustainability are mutually dependent. Amref's integration of environmental, social and governance (ESG) strategies and practices will mean going beyond its current focus on social (improving the health and lives of people) to consciously working to address ESG issues holistically, especially those critical to communities.

Collaborations with governments in service delivery and TA all reinforce our agenda on being an intentionally more ESG-conscious organisation. ESG reporting will enable us to demonstrate our transparency against globally recognised standards and how our programmes and successes have considered all three ESG elements.



### **Transformation enabler 3:**

#### **Technical excellence in programme delivery**

The overall objective for this enabler is to build technical capabilities and thought leadership across key areas that will shape Africa's health agenda.

#### **Integrated programming**

This is a significant strategic theme for Amref. We will address those key non-health matters which increasingly affect health, as already outlined in strategic objectives on emerging health threats, climate crises, growing youth demographics, rapid urbanisation, intersectionality (specifically implementation of a robust diversity, equity, inclusion and belonging framework). Amref will strive to develop integrated health programmes and service delivery models.



#### **Technical Assistance**

TA provision is one of the most effective ways for Amref to build capacity and improve performance of the health sector. TA is used in different ways by government agencies and other institutions, for example to develop the evidence base for policies, to strengthen service delivery, or to share learning and spread best practices. We will further enhance our own technical expertise and soft skills, as well as partnering with local organisations to deliver TA in ways that extend their capability. Consistent with international best practices and reflecting Amref's culture of empowerment, we will strive to ensure our TA is demand-driven, inclusive, and sustainable.

#### **Learning**

To establish Amref as a learning institution, we will develop a learning and impact agenda to catalyse useful learning and open sharing across the organisation, thereby promoting continuous improvement and a learning culture. In addition to the communities of practice as platforms for sharing, an online database for best practices and lessons learned will be developed to store and use knowledge products. Amref will ensure constant learning and the generation of data to drive evidence-based analyses including predictive modelling to inform future initiatives. Amref will also establish a methodology to measure the type, quality and quantity of learning impact achieved from our programmes and operations, allowing the organization to continuously innovate.

Our ambition is to be a go-to TA partner, particularly for governments, policy makers and civil society organisations.

Amref will streamline documentation and processes to create an environment of collaboration, information sharing, institutionalising knowledge generation and management.



### **Evidence-based advocacy and policy**

These are key priorities for Amref to realise the impact of its interventions and advocacy initiatives, and to ensure these are translated into public policy or to effect change. Amref is committed to utilising evidence to inform advocacy actions and influence policy change. Amref International University and other research organisations will facilitate the collection of empirical data for evidence generation. Amref will employ a human rights and evidence-based approach to advice programme formulation aimed at positively influencing governments in Africa. Evidence-based advocacy and policy will draw key issues to actualise Amref’s vision.

### **Knowledge generation and management**

Our knowledge management framework and approach will align with the strategy’s success metrics to ensure that Amref is effectively responding to the information needs that are set out in our corporate strategy. The approach will bring together four key areas: people, capacity, and culture; data and metrics; systems and processes; and communications and thought leadership.

### **Diversity, Equity, Inclusion and Belonging (DEIB)**

We recognise that intersectionality and health development cannot be achieved without DEIB, especially gender equity, mainstreamed within corporate policy and programme implementation. Amref will ensure adherence to principles and international standards of DEIB in its operations and programme implementation. We will address the social determinants of health by advocating for policies on transformative practices that remove socio-cultural barriers, improve social protection across the lifespan, and enable equitable access across all platforms. In our programming, we will inculcate the empowerment of women and young people as agents for change in our communities, and advocate for social programmes and policies that empower vulnerable groups economically especially women and young people to access quality health services.



### **Transformation enabler 4**

#### **Visibility and thought leadership**

The overall objective for this enabler is to strengthen Amref’s position as an opinion leader.

#### **Visibility**

Our brand responds to and lives up to the global expectation that Amref is the leading health non-state champion on Africa’s health agenda. Amref champions African voices, perspectives, and expertise. Our brand reflects our commitment to, and respect for, the communities we serve while our brand identity echoes our ability to deliver a suite of solutions in our programmes. Through our technical expertise and the exceptional depth in understanding the needs of the communities we serve, we strive to cultivate and



Our brand responds to and lives up to the global expectation that Amref is the non-state leader in and on the health development agenda of Africa.

nurture the capacity of our team to deliver deep knowledge and understanding of the community to national, regional, and global audiences.

### **Thought leadership**

Amref will build a strong technical bench for thought leadership. We will grow a diverse group of experts to bring a depth of insight and expertise on health development to national, regional, continental, and global audiences to reshape the global health perspectives for the African continent. Experts from Amref will deliver knowledge in a compelling and actionable way, reinforcing our brand as a leader in addressing Africa's biggest health problems. Amref will become the "go-to" entity for new perspectives on addressing the continent's health challenges.



### **Transformation enabler 5: Resource mobilisation excellence**

The overall objective for this enabler is to diversify and streamline Amref's funding streams - grant-based funding streams from institutional donors, establishing and maintaining partnerships, and a strong emphasis on building individual donor participation at scale as a sustainable, integrated, and measurable contribution of unrestricted funds to the organisation's central budget and mission. Amref will strengthen its capacity to ensure a targeted and coordinated approach to funder priorities and engagement across the wider Amref network. Amref will also invest in strengthening resource mobilisation capacity across the organisation. Amref will establish a clear funding framework to consolidate traditional income streams and accelerate sustainable income growth by continuing to build its public, institutional, and private sector donor portfolio while accelerating its individual giving strategy as the major source of unrestricted funds.

## 6. Support Africa's health agenda



Realising 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)

