



# Amref Health Africa in Ethiopia

## Country Strategy Roadmap 2023 - 2030

October 2023





## Executive Summary

Amref Ethiopia's new country strategy 2023-2030 is guided by our commitment to play a transformative role in advancing Ethiopia's health agenda while aligning with the government Health Sector Transformation Plan (HSTP II).

We will continue to invest in people-centered health systems for sustainable primary health care (PHC) and target social determinants and emerging threats intersecting with health to increase equitable access. We will accomplish this through three strategic objectives: 1) increased access to, and utilization of, primary health care services; 2) empowered vulnerable groups, especially women and young people; and 3) strengthened community health systems including public health emergency preparedness.

Amref has pledged to make vital investments both programmatically and operationally to achieve operational, technical, partnership, and resource mobilization excellence as it is essential for our strategy and our impact goals that will drive lasting health change in Ethiopia, and beyond.

# Amref Ethiopia's journey towards 2030

Amref Ethiopia's new strategic plan is built upon the Amref Health Africa Global Strategy and designed to simultaneously respond to emerging priority areas across Ethiopia's health system and the HSTP II agenda.

Amref Ethiopia is well positioned to deliver on the mission, harnessing the benefits accrued from our 20+ years record of delivering and responding to the needs of the communities – including during times of political instability and public health threats:



Reached 22 million people across all programs



Trained more than 55,000 health workers of which 70% were women



Supported 426 health facilities & 21 health science institutions



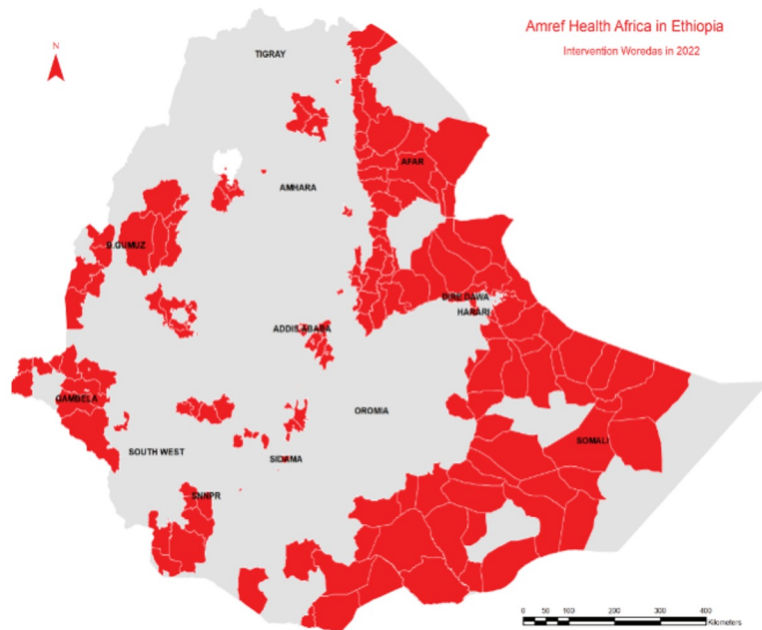
2.9 million people reached under the WASH program



1.2 million skilled birth delivery and 1.7 million children immunized



88 health facilities, youth friendly corners, skill labs & health posts constructed



Amref Ethiopia's presence, 2022



# External Drivers of Change

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Understanding and continuously reassessing the context in which we operate is essential as we define our strategic priorities. Through extensive research, we have identified the top six external drivers of change influencing Ethiopia's health agenda.

These are:

1. **Demographic transition and urbanisation**
2. **Political instability and conflict recovery**
3. **Climate change and health**
4. **Epidemiological transition**
5. **Technology-driven programs and operations**
6. **Global health threats**

These six drivers are strongly interlinked and present challenges for sustainable community health systems and quality primary health care delivery. Armed with this knowledge, Amref is able to develop targeted and relevant solutions while driving towards transformative impact in a shifting African and global context.



# Strategic Framework

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Amref Ethiopia Strategy 2023-2030 will be achieved and anchored through **two strategic pillars**, namely: 1) invest in **people-centered health systems** for sustainable primary health care, and 2) target **social determinants and emerging threats** at the intersection with **health** to increase equitable access. Below this lies **three objectives**, all of which are built on the foundation of the **six external drivers** of change. Operationally, the organizational enablers will support and ensure the successful execution of the strategic objectives, and drive transformational change.

## Conceptual Framework

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The strategy is based on a conceptual framework that has considered the following:

**Situation:** The reality as described under the external drivers of change.

**Pathways of Change:** Strategic pillars guided by national, regional and global health agendas, and supported by the organisational enablers.

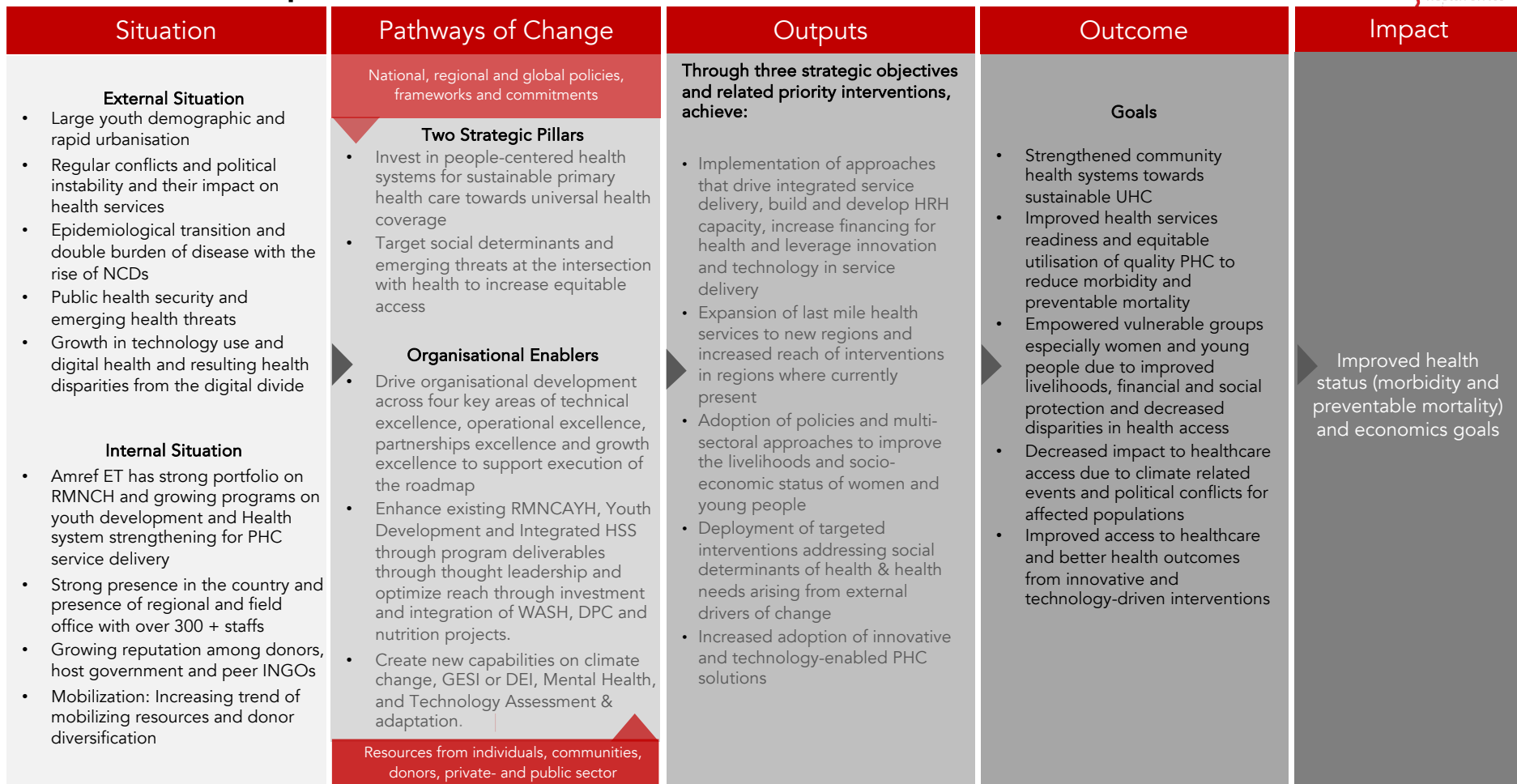
**Outcomes:** Envisioned outcomes include integrated service delivery, expansion of last mile health services, economic empowerment of women and young people, addressing social determinants of health and health needs arising from external drivers of change

**Impact:** Successful implementation of the strategy to deliver impact for the communities we serve and contribute to overall improved health outcomes





# Our Conceptual Framework



## VISION

We are committed to bringing lasting health change in Ethiopia, and beyond

## MISSION

Catalyse and drive community-led and people-centred primary health care services while advocating for addressing social determinants of health

### STRATEGIC PILLAR 1

Invest in people-centred health systems for sustainable primary health care service delivery

#### STRATEGIC OBJECTIVE 1

**Increased access to and utilisation of PHC services**

SO 1.1. High impact RMNCH programs strengthened  
SO 1.2. Programs Integration optimized for maximizing reach, quality and/or efficiency

### STRATEGIC PILLAR 2

Target social determinants and emerging threats at the intersection with health to increase equitable access

#### STRATEGIC OBJECTIVE 2

**Empowered vulnerable groups especially women & young people**

SO 2.1. Youth Development Programs strengthened  
SO 2.2. Gender Intentional Programming streamlined  
SO 2.3. Social accountability through CSOs and communities strengthened

#### STRATEGIC OBJECTIVE 3

**Strengthened resilient health systems**

SO 3.1 PHC Service Delivery Readiness Improved  
SO 3.2 Efficiency of HSS investments optimized  
SO 3.3 Continuity of essential services at times of crisis maintained

## ORGANISATIONAL ENABLERS



Operational  
Excellence



Technical  
Excellence



Partnerships  
Excellence



Resource Mobilisation  
Excellence

*Evidence generation and advocacy*

Our **impact goals** will be our compass for striving towards delivering lasting health change in Ethiopia and beyond

1. Strengthened community health systems towards sustainable UHC

2. Improved health services readiness and equitable utilisation of quality PHC to reduce morbidity and preventable mortality

3. Empowered vulnerable groups especially women and young people due to improved livelihoods, financial and social protection and decreased disparities in health access

4. Decreased impact to healthcare access due to climate related events and political conflicts for affected populations

5. Improved access to healthcare and better health outcomes from innovative and technology-driven interventions

STRATEGIC OBJECTIVES



# Organisational Enablers

Our strategy is centred on the implementation of four organisational enablers



Technical Excellence – strengthening our technical capacity to deliver on the strategic pillars and objectives



Operational Excellence – to drive operational efficiencies to support decentralised operations



Partnership Excellence – to strengthen our partnerships, and adopt an effective communication plan



Resource Mobilisation Excellence – to continuously engage new donors outside of our traditional funders to diversify our program portfolio (incl. areas adjacent to health) and increase our proportion of larger ticket size grants.





# Technical Excellence

- **Technical Assistance** development of tools and guidelines for program implementation to ensure compliance with national standards and with linkage to accreditation bodies. Provide supportive supervision and mentorship.
- **Integrated Programming** for enhanced and comprehensive service delivery, resource optimization and project management. We will start by mapping existing projects and exercise integrated project management to lay the foundation to make Amref a program-based organization.
- **Develop Programming Niche** by continuing to address equity in our commitment to beneficiaries living in the most remote and underserved parts of the country. Integrate disaster management and resilience building interventions in our health programming.
- **Research, Evidence Generation and Knowledge Management** We will build capabilities in research and evidence generation, including knowledge management supported by technology and data analytics to enable stronger program impact and thought leadership.
- **Thought Leadership** Amref will continue efforts to be recognized as a thought leader through our our advocacy, publication and communication efforts. We will also adopt a Centre of Excellence (CoE) approach for flagship programs like Kefeta to showcase the impact of a well-structured program on achieving lasting change for communities in Africa.







# Operational Excellence

Our Operational Excellence approach incorporates lean-agile decision-making principles to adopt and augment the following core components of our operations:

- Engaged people and effective talent management
- Efficient financial management
- Effective compliance management and grant management
- Enabling administration & logistics Management
- Responsive procurement
- Dynamic ICT Management & Digitalisation







# Partnership Excellence

- **Our Communities** who are our primary beneficiaries and are the most impacted by our work. We engage them in identifying high priority community health needs and incorporate cultural norms and beliefs in project design and delivery to ensure we deliver relevant and impactful projects.
- **Government of Ethiopia** Ministries of Health, Women and Social Affairs, Labor and Skills, Education, and Water and Energy as well as the Regional Health Bureaus are our key stakeholders with a high level of engagement and influence.
- **Our Donors** play a critical role as we co-create to conceptualise and develop projects with the most impact for the communities we serve that deliver value for money.
- **Private Sector:** we plan to engage the private sector through their CSR efforts as a partner along the healthcare delivery value chain, through knowledge sharing and co-creation of programs to unlock innovation and adopt technology.
- We engage **local CSOs** to facilitate program implementation that focuses on community led interventions; we emphasise local partners' capacity development in order to bring institutions closer to the ground





# Resource Mobilisation Excellence

Our accelerated Resource Mobilisation strategy involves deliberately engaging new donors to diversify our program portfolio (incl. areas adjacent to health) and increasing our proportion of large grants with both government and private sector partners. We will:

- **Grow Program Portfolio for Greater Reach:** our primary objective is to achieve growth of 10% per year from a baseline of \$30 million at the end of 2022. We will increasing our investments in business development activities and strategic organisation positioning
- **Establish a Social Enterprise:** establishing a social enterprise with the goal of generating 2.5% in income, currently forecast of \$100,000 by 2030







Thank You!