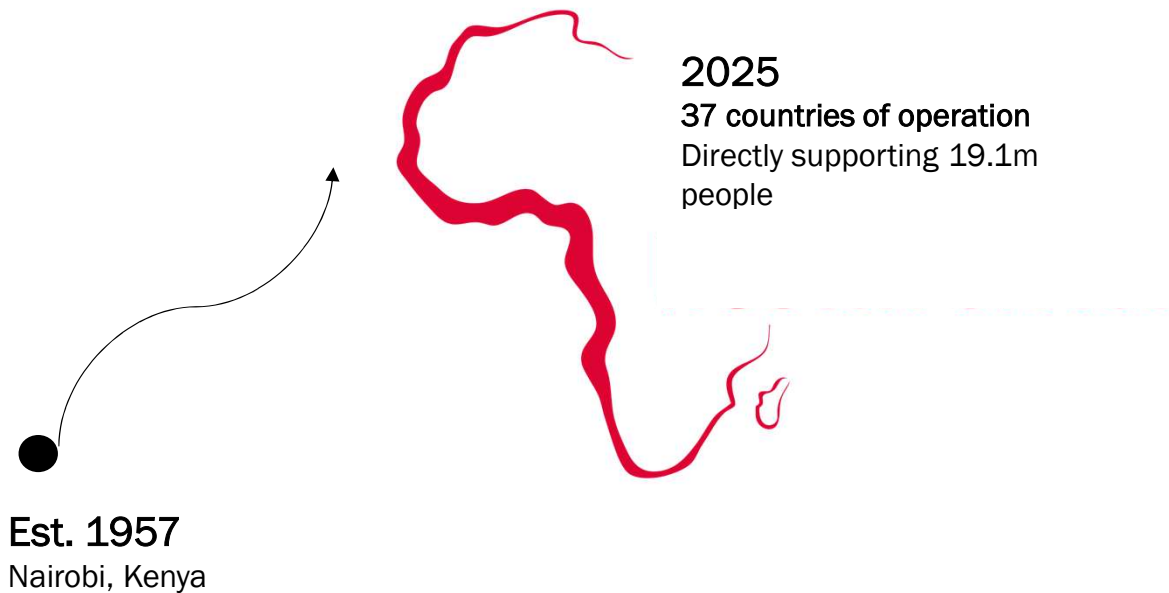




Spotlight on: Clarity amid change



Africa-led, bringing health services closer to people across Africa.

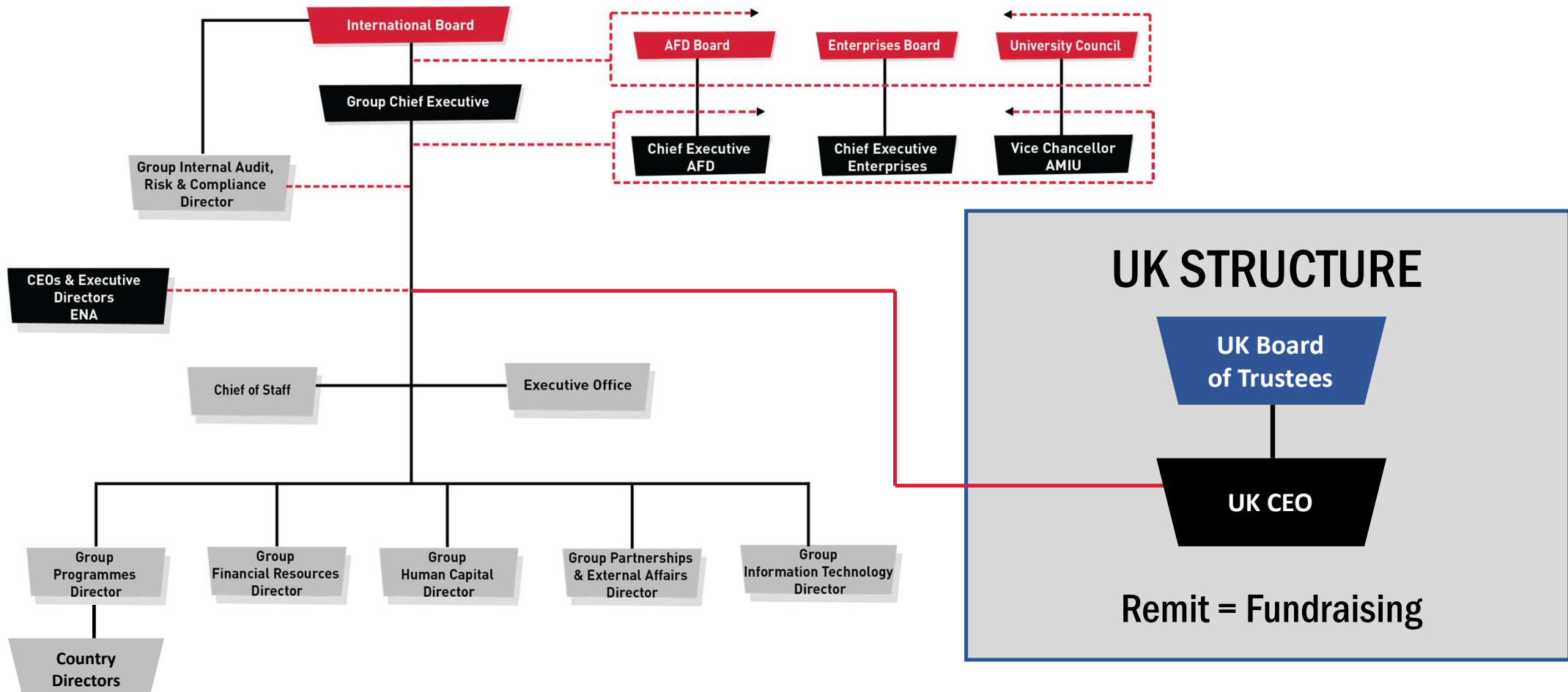


52% cannot access the healthcare they need

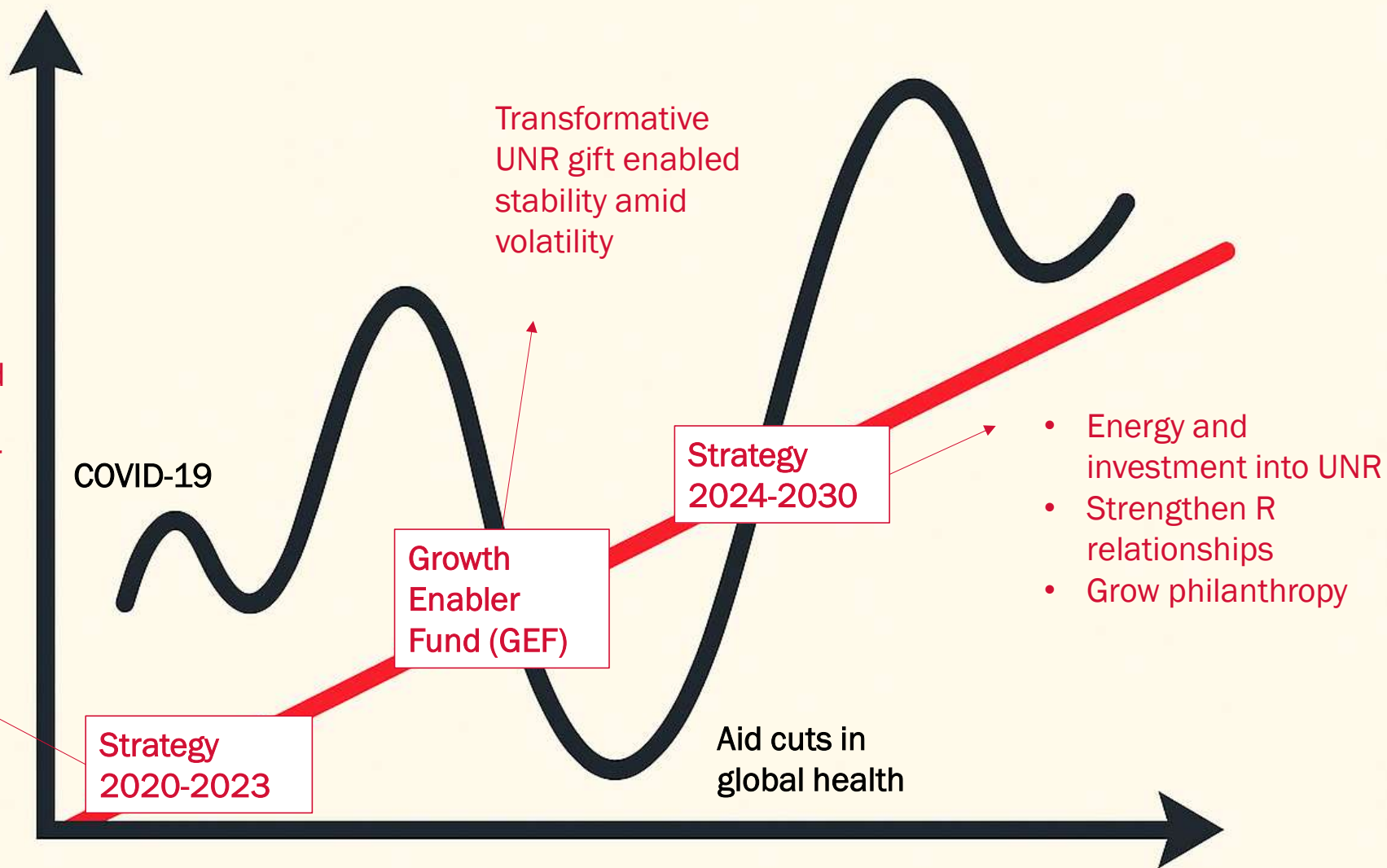
22% of the global disease burden

but only **3%** of global health workers

Governance & Management Structure



- Pivot in focus; investment in knowledge and skills for UNR
- Restructure for greater accountability between UNR and R workstreams



UK STRATEGY FRAMEWORK

VISION: Lasting health change in Africa

MISSION: To catalyse and drive community-led and people-centred health systems while addressing social determinants of health

OUR VALUES

Act with **Integrity** | Deliver **Quality** | Demonstrate **Ubuntu**

UK STRATEGY GOAL: Amref UK's primary purpose is resource mobilisation. In this strategy period, we aim to raise at least £50m from UK donors to support Amref's work with African communities to transform their own health and wellbeing.

STRATEGIC AIM 1: Drive bold but balanced growth in unrestricted funding

GOAL: We will rapidly grow Individual Giving (IG) to raise £20m in unrestricted income.

ACTIVITIES:

- Develop an Amref UK acquisition toolkit: target audience profiles, marketing channel mix, retention, and development journeys.
- Develop compelling, audience-led cases for support.
- Secure central investment for IG acquisition plans.
- Map, simplify and automate processes, including CRM migration.
- Develop strategic approaches to relationship management, individual giving and content.

STRATEGIC AIM 2: Focus on value over volume to sustainably grow restricted funding

GOAL: We will secure strategic partnerships that deliver £30m in restricted funding.

ACTIVITIES:

- Develop and implement prospect engagement plans: target partner profiles, compelling partner-led cases for support.
- Develop tailored approaches to relationship management and stewardship.
- Map, simplify and automate processes, including CRM migration.

Technical excellence

Operational excellence

People and culture excellence

Visibility and thought leadership

GUIDING PRINCIPLES: Simplicity and agility

January 2024 - December 2030

PHASE ONE

January 2024 - December 2026

Setting the foundations for growth

This will focus on setting the foundations for growth, including the investment, systems, processes, content, and relationship management required to build a robust IG programme and deliver excellent programme and grant management to strengthen high-value partnerships. In parallel, we will develop a deeper understanding of international and UK donors, Trusts and Foundations (T&F) and corporates' readiness for funding to go directly to Africa (without going through the UK office).

PHASE TWO

January 2027 - December 2028

Accelerating growth through learning and adapting

Working from the strong foundations set in the previous strategy period, we will learn from results and adapt our approach to accelerate growth in IG and strengthen existing and new restricted donor partnerships. We will develop joint action plans to build the capacity and capability of HQ and Country Offices to manage key relationships up until now held and managed by the UK office. We will look at ways of addressing challenges presented by UK donors, T&Fs and corporates in giving directly to Africa.

PHASE THREE

January 2029 - December 2030

Cementing growth to reach our targets and meet our ambition

This phase will be a period of rapid, sustained growth to reach our targets. It will leverage our collective learnings from the previous two phases and build on them to deliver transformational growth in IG and restricted partnerships with the latter transitioning to being managed by HQ/COs.

Planning

For fast-moving, complex, uncertain times

Strategies don't sit on shelves

In fast-moving times, strategies and approaches need to adapt to new contexts.

Amref Health Africa UK Mid-Term Strategy Review - Summary



Setting the Scene

When Amref Health Africa UK (Amref UK) finalised its [2020 – 2023 Organisational Strategy](#), we committed to conducting a Mid-Term Review, 18 months in (i.e. summer 2021).



The present document summarises the outcomes of this review. It outlines both what remains the same and what has changed since we originally drew up the Strategy.

Our ultimate ambition – to increase the reach and impact of our work in Africa – is unchanged. In fact, the ongoing COVID-19 pandemic has created an increased need for Amref's unique expertise: not just in responding to the pandemic, but in strengthening health systems in a sustainable way (an essential step towards preparing for future public health emergencies).

We are still aiming to ensure that by the end of 2023, **an increased number of people in sub-Saharan Africa have access to high-quality health services every year** as a result of our support. In order to reach that goal, we are aiming to **increase our income by around 50% to £6.5 million a year** by the end of 2023, as per the original Strategy.

What **has** changed, 18 months on, is our approach to mobilising the resources that will enable us to do that in a sustainable way.

Our Conclusions

As part of the Mid-Term Review, we assessed each of the three Strategic Objectives, looking at progress made, challenges encountered, and prospects for future growth in both income and the impact of our programme work.

1) MOBILISE RESOURCES BY DEVELOPING PARTNERSHIPS AND ENGAGING SUPPORTERS

WHAT'S THE SAME?

Our ambition: We are still aiming to increase our income by around 50% to £6.5 million a year by the end of 2023. The key driver to achieving this target is **restricted funding that supports programme delivery**. The majority of our income will continue to be restricted – which is a significant part of our cost recovery. In addition, and to support our ambitions towards future financial sustainability, we need to increase the amount of unrestricted, flexible funding that we raise: these are the funds that support Amref UK specifically and enable the organisation to survive and thrive.

Agility

For stability amid volatility

Invest in new approaches

Build the case internally for agility to maintain stability in times of flux.

Cooperate and course correct

Maintain your north star but innovate the path to get there.



Stewardship

Trust is the basis for growth

Nothing should feel as good as giving
From the smallest donor to the largest partner, they need the information to know their gift is valued. 'Under the bonnet' shows real impact.

Regular programme to build trust
We engage beyond simple programme delivery or impact reporting—trust building is more than transactional.



Learnings

Plan for change

Build in pause, review, course correct.

Embrace adaptability

Explore new approaches – test and learn.

Partnership and stewardship

Trust is the foundation for growth.

Thank you.

