POE Strategic Roadmap: Findings & Recommendations for Amref Health Africa

Nairobi, Kenya
Content

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0. Overview of the POE engagement

Purpose of a Partner Organizational Effectiveness engagement and summary of activities
Purpose of a Partner Organizational Effectiveness engagement

The Bill & Melinda Gates Foundation recognizes that its partners in the field are taking risks and are involved in complex work in ever-evolving ecosystems. The Partner Organizational Effectiveness (POE) initiative was created with the goal of supporting the growth and resiliency of valued partners, such as Amref Health Africa – (Amref). We aim to do this by understanding partners’ context and challenges, and exploring what different capabilities partners already possess and what capabilities need strengthening to achieve their desired impact.

The POE initiative is designed as an opportunity for partners like Amref to take the time to self-reflect on their growth and determine which capability areas are weaker but critical for performance. The underlying principle of the engagement is that the partner plays the central role in deciding how best to enhance its impact, what areas should be prioritized for organizational strengthening, and how it can work together with the foundation to build critical capabilities.
The POE engagement was structured to encourage Amref’s leadership and staff to explore three critical questions

Framework
To facilitate the self-reflection process and guide conversations and group workshops with leadership, staff and other stakeholders, we used three key questions as a starting point to explore the following areas: Amref’s ambitions, strategy and core capabilities

<table>
<thead>
<tr>
<th>Question</th>
<th>Area</th>
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</thead>
<tbody>
<tr>
<td>What are our goals and purpose?</td>
<td>Ambition</td>
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<tr>
<td>To better grasp an organization’s goals and purpose, we will explore its mission, aspirations, vision and priorities.</td>
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<tr>
<td>How will we get there?</td>
<td>Strategy</td>
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<tr>
<td>To understand how an organization plans to accomplish its goals, we explore the theory of change, timeline and execution plan.</td>
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<tr>
<td>What do we need to execute?</td>
<td>Capabilities</td>
</tr>
<tr>
<td>To understand what an organization requires to carry out its strategy, we will explore both the capabilities that are critical to achieve its goals, and the supporting capabilities that all organizations require to be effective.</td>
<td>Governance</td>
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<td>Resources</td>
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<td>Processes</td>
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</table>
OVERVIEW OF POE ENGAGEMENT

This project is part of an 11-week engagement, culminating in a joint workshop.

<table>
<thead>
<tr>
<th>Weeks Dates</th>
<th>Week 1 Jan 28</th>
<th>Week 2 Feb 4</th>
<th>Week 3 Feb 11</th>
<th>Week 4 Feb 18</th>
<th>Week 5 Feb 25</th>
<th>Week 6 Mar 4</th>
<th>Week 7 Mar 11</th>
<th>Week 8 Mar 18</th>
<th>Week 9 Mar 25</th>
<th>Week 10 Apr 1</th>
<th>Week 11 May 6</th>
<th>Week 12 May 13</th>
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<td>AMREF</td>
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</table>

- **Kick-off call with Amref/R4D**
- **Preparation calls with R4D**
- **Sign-off on schedule**
- **5 day Immersion in D.C.**
- **Alignment on key findings**
- **Final R4D workshop (virtual)**
- **5 day immersion in Nairobi**
- **Alignment on key findings**
- **Final Aworkshop (virtual)**
- **Joint workshop(s) (Location TBD)**

<table>
<thead>
<tr>
<th>Interactions</th>
<th>Kick – off call</th>
<th>Preparation calls</th>
<th>Field immersions</th>
<th>Diagnosis &amp; Alignment</th>
<th>Final workshop</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partner org &amp; BMGF / ReD</td>
<td>Introductory call to discuss POE process and set goals for engagement</td>
<td>Support document review, tailoring of tools and logistics through preparation calls and document sharing</td>
<td>Data collection through deep dives and workshops</td>
<td>Align on key synthesized findings ahead of developing recommendations</td>
<td>Align on recommendations and define concrete next steps and action plan</td>
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</tbody>
</table>
OVERVIEW OF POE ENGAGEMENT

We conducted workshops, focus groups and interviews with Amref leadership, staff and stakeholders, representing key functional areas across all levels

**Goal-setting and direction-setting session:** We held two workshops with the Executive Committee to explore ambitions and strategy, and to align on our findings about Amref’s key needs.

**Focus group discussions:** We held nine focus group discussions with directors, managers and staff, corporate operations teams, country offices, programme and project teams including SPARC and AEL.

**1:1 interviews:** We held 19 1:1 sessions with board members, executive leadership in both Africa and ENA offices, programmatic and support leadership, and other external stakeholders to explore how Amref’s ambition and strategy aligns with their daily work, as well as current pain points for the organization.

**Town halls & tag-alongs:** We held two town hall sessions with a broad array of Amref staff to explore daily routines, experiences, and pain points. We also explored the day-to-day routines of two programmatic teams in Uganda and Kenya, and visited a program site in Kibera.

**Participants included:**
- Executive Committee
- Board Members
- Country Directors
- Programmatic Leaders
- Program Managers
- Program Staff
- Operations Leadership
- Operations Staff
- AEL Team
- ENA Leaders
- Funders & Partners
1. Background on Amref

Amref’s context, ambitions & key areas of focus
Over six decades, Amref has grown from a small group of flying doctors to a leader for health change in Africa, now on the global stage.

**Regional reach: 1957 - 80s**
Amref Health Africa is founded to deliver mobile health services and provide surgical support to hospitals. By the late 70s, it begins focus on community-based health care by training community health workers to deliver primary care.

- Founded as Flying Doctors of East Africa by three medical surgeons
- Established mobile clinic for Maternal and Child Services

“60 years ago, the organization started as Amref Flying Doctors. But when we look at Amref today, that seed has sparked off everything that Amref has now.” – Leadership

**Spanning the globe: 1980s - 2010**
Amref begins collaborating with government and aid agencies to strengthen health systems. It enhances its training courses in community health, and expands its focus to include capacity building, advocacy and research around a wide variety of diseases and health needs.

- Introduced one-year community health training programme
- Advised national health ministries on planning and managing health services
- Amref consolidated under one name
- Expansion to 35 countries in Africa and 11 ENA offices

“Our programmatic footprint expands across Africa and we want to be a convener of African experts.” – Leadership

**The world stage: 2010s - Present**
Amref places a greater emphasis on finding entrepreneurial and sustainable ways to deliver lasting health change across Africa. As its ambitions grow to include achieving Universal Health Coverage by 2030, Amref gains increasing interest and attention from around the world.

- Incorporation of AFD in 2012
- First GCEO hired in 2015
- Launched first external facing AHAIC in 2014
- Launch of AEL in 2017

“We know we have a big challenge ahead of us...in 10 years I want to see us mobilizing Africa and the world for healthy communities.” – Leadership
BACKGROUND ON AMREF

Our strategy at a glance*

Situation

- Community with little access to Health Services
  - Live far from Health Facilities
  - Have poor access to Health Workers
  - Cannot Afford Health care
  - Face double burden of disease
  - Poor access to utilities and infrastructure

- High Morbidity and Mortality

Inputs

- Research, Policy and Strategy guidance by government, multilateral and bilateral partners

Strategy 2018 - 2022

1. Access to Human Resources for Health
2. Improved Quality of Health services
3. Reduced out of pocket expenditure

Resources from communities, donors, private sector, individuals, and public sector

VISION

Leading health change in Africa

MISSION

To increase sustainable health access to communities in Africa through solutions in human resources for health, health services delivery and investments in health

PILLAR 1

TRAINING

HUMAN RESOURCES FOR HEALTH
Develop and sustain human resources for health (HRH) to catalyse the attainment of universal health coverage in Amref Health Africa target countries

PILLAR 2

ACCESS

INNOVATIVE HEALTH SERVICES AND SOLUTIONS
Develop and deliver sustainable health services and solutions for improved access to and utilisation of quality preventive, curative, and restorative health services

PILLAR 3

FINANCING

INVESTMENTS IN HEALTH
Contribute to increased investments in health to achieve Universal Health Coverage (UHC) by 2030

CROSS-CUTTING THEMES

GENDER
RESEARCH
ADVOCACY & POLICY
INNOVATION

*Detailed strategy in Handbook
Our values

INTEGRITY
Demonstrating high ethical standards in all our deallings

THE AFRICAN SPIRIT

UBUNTU
Embracing compassion based on our fundamental shared humanity

QUALITY
Ensuring excellence is core to our planning and execution
Embrace a culture of leadership as an attitude rather than a role internally while taking industry leadership externally.
### Amref’s work with BGMF so far

<table>
<thead>
<tr>
<th>Responsible</th>
<th>Period</th>
<th>Objectives</th>
<th>Total amount, US$</th>
<th>Key results</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Campaigns Bootcamp and Youth Advocacy Capacity Development</strong>&lt;br&gt;July, 2017 – June, 2019</td>
<td>ENDED</td>
<td>1: Increased political commitment to address youth priorities across the gender to SRHR continuum in Kenya:&lt;br&gt;2: Increased advocacy and advocacy communications capacity among BMGF grantees that engage with the Advocacy Accelerator</td>
<td>2,420,642</td>
<td>National network of 3,000 youth and 700 youth led organizations established in Kenya, to pursue common advocacy priorities on gender and SRHR Online advocacy curriculum (Youth in Action) developed and 65 youth trained across Kenya</td>
</tr>
<tr>
<td><strong>Y-ACT, Youth in Action in Kenya</strong>&lt;br&gt;July, 2019 - June, 2021</td>
<td>CURRENT</td>
<td>1: Advance youth SRHR and gender policy priorities in five Kenyan counties&lt;br&gt;Objective 2: Stronger political support for youth SRHR and gender policy priorities at national level in Kenya</td>
<td>2,200,001</td>
<td>Ongoing</td>
</tr>
<tr>
<td><strong>Support to Gender in Big 4 and Donor coordination in Kenya</strong>&lt;br&gt;May 2019 – April 2021</td>
<td>CURRENT</td>
<td>1. Technical advisor to support to the Executive Office of the President (Policy and Strategy Unit) on integrating gender-aspects in the Big Four Agenda&lt;br&gt;2. Secretariat support to Development Partners for Health in Kenya to strengthen coordination support to Ministry of Health</td>
<td>600,000</td>
<td>Ongoing</td>
</tr>
<tr>
<td><strong>Support to AHAIC</strong>&lt;br&gt;March 2019</td>
<td>ENDED</td>
<td>Comprehensive advocacy course for 50 youth leaders at the Africa Health Agenda International Conference (AHAIC) Youth Pre-conference</td>
<td>151,150</td>
<td>50 youth leaders from 7 countries in Africa trained on youth advocacy including a town hall with parliamentarians Youth4UHC movement launched Consultations and input for UHC High Level Meeting key Asks</td>
</tr>
<tr>
<td><strong>POE</strong>&lt;br&gt;Jan 2019 – May 2019</td>
<td>CURRENT</td>
<td>Identifying Amref Health Africa priorities for strategic success in Global Health and how to best support achievements of future ambitions in achieving core mission</td>
<td>-</td>
<td>Organizational improvement framework for growth</td>
</tr>
</tbody>
</table>

*Bill and Melinda Gates Global Health Award winner 2005*<br>*SPARC Host through Results for Development*
With an increasingly bold ambition, Amref finds itself in a moment of tremendous potential for shaping the future of healthcare in Africa.

Amref has embraced a bold new direction in pursuit of UHC in Africa.

The past few years have been a dynamic time for Amref, with the transition from the MDGs to SDGs and the growing enthusiasm around UHC globally. Amref has built on this momentum, with its new 2018-2022 strategy that declares three pillars and five bold steps for Lasting Health Change in Africa. This means taking forays into new areas, such as health financing, and growing impact significantly to reach more patients, health workers, and stakeholders than ever before. Staff across the organization are energized, motivated and committed to pursuing this new direction.

At the same time, Amref is drawing the attention of external stakeholders like never before.

Amref has grown to be regarded as a highly credible and impactful actor. It has invested intensely in building trust through rigorous processes, as well as thought leadership – most notably seen in its successful execution of the African Health Agenda International Conference and Dr. Gitahi’s appointment as co-chair of UHC2030. Today, the proposition of “Africans for Africa,” along with such deep ties at the community level, is increasingly a differentiator for partners, and demand for more direct engagement on the continent continues to grow.

“The development [of this new strategy] reflects the leadership position that Amref Health Africa finds itself in as the leading Africa-based international health development organization.”

– OMARI ISSA (CORPORATE STRATEGY 2018-22)
However, as one of few INGOs headquartered in Africa, Amref must pursue its ambition amidst considerable external constraints.

**Ongoing and emerging challenges in health**
Amref is faced with an ever-shifting set of health challenges in Africa. Alongside ongoing gaps in human resources for and investments in health, it faces new burdens posed by changes in demographic structure and disease patterns, and the increasing prevalence of natural disasters.

**Geopolitical instability**
Given rising nationalism in the west, shifting priorities for European governments with the rise of migration, and ongoing political instability and economic underinvestment in Africa, Amref must confront a global climate that is marked by countries increasingly looking inwards.

**Underdeveloped ecosystem**
Amref faces challenges as the singular African INGO of its scale. The opportunity to raise unrestricted funds is limited given the economic realities of its location. And while Northern funders are increasingly looking to engage directly with African partners, the broader ecosystem in which it operates continues to need capacity-building in key areas to respond to emerging demands.
With its new 2018-2022 Corporate Strategy, Amref has made commitments to address each of these constraints

- Development of three pillars, with new focus on Investments in Health
- Inclusion of Gender as a theme and emphasis on Youth
- Theme of Innovation and bold step toward Agility, to become more efficient at delivering impact at scale

- Increase of entrepreneurial and sustainability approaches to impact
- Commitment to diversification of funding from institutional and non-institutional sources

- Bold step toward Visibility, to grow as a thought leader both on the continent and globally
- Continuing to lead with “communities first” approach
- Renewed commitment to Research, Policy & Advocacy, and Innovation to strengthen health systems

Ongoing and emerging challenges in health

Geopolitical instability

Underdeveloped ecosystem
Still, Amref naturally faces a number of key questions about how to best move forward.

What is the right culture to maximize impact, efficiency, and innovation, while ensuring compliance?

How can a portfolio organization reconcile a common ambition with diverse needs and challenges?

How should we best allocate limited resources to competing priorities?

What will be the most effective way to grow our reach and impact?
In order to deliver on its bold ambition, Amref must move beyond a focus on stability, and embrace a mindset of growth.

Amref has recently operated in “fixing mode,” with a focus on stabilizing the organization:

- After years of significant budgetary deficits, Amref has reached financial stability, with a new financial model, budgeting systems, and greater efficiency.
- It has also made substantial investments in compliance and procurement to stamp out waste and fraud.
- It has acquired or upgraded systems such as ERP and IT infrastructure to strengthen its operational foundation.

To meet its goals for UHC, now Amref must pursue and invest in growth:

- In its new strategy, Amref has set the goal of reaching 100 million people in Sub-Saharan Africa at a cost of approximately $8 billion USD, which will require significant growth of its breadth of programmes and revenue.
- Amref also aims to increase the sustainability of its impact through innovation and social enterprise, as well as thought leadership and advocacy, both requiring significantly more capacity and resources.
Based on observations and discussions with the leadership, four themes were identified and discussed as areas to enable growth.

**Culture of Empowerment**
What is the right culture to maximize impact, efficiency and innovation, while ensuring compliance?

**Enabling One Amref**
How can a portfolio organization reconcile a common ambition with diverse needs and challenges?

**Strategy Execution**
How should we best allocate limited resources to competing priorities?

**External Focus**
What will be the most effective way to grow our reach and impact?

Note: The fifth area discussed during the Direction Setting workshop, Talent Management, is addressed in the “Findings & Recommendations” section.
**Culture of empowerment:** Leadership have recognized that a shift in culture must start at the top

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**“FIXING MODE”**

Focus on disablers
A vigorous pursuit of high standards, leading to a tendency to fixate on organizational weaknesses over strengths

Leadership at the top
While operating in “fixing mode,” dedicating little time and resources for mentorship and development, resulting in strong “leadership by default rather than design”

Implementing controls
Ensuring compliance by relaying authorization to superiors, giving rise to inefficiencies and a diminished sense of agency among staff

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**CULTURE OF EMPOWERMENT**

Celebrating successes

“We do need to shout more about what we do well. It motivates us to serve the organization better.”
– Leadership

Raising the next generation

“We need to capture leadership as an attitude rather than a position.”
– Leadership

Driving accountability

“I am running an anti-bureaucracy group. Anyone can come, send ideas, say what they like. How are we going to make this a more speedy organization, and maintain control?”
– Leadership

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**KEY AREAS TO ENABLE GROWTH**
Enabling One Amref: To be effective, the various entities must align on how they will transition and collaborate toward an integrated One Amref with shared goals.

Key characteristics:
- High-level direction and ambition come from centralized entity
- Discrete leadership and governance bodies direct operations and strategic priorities
- Externally entities appear distinct

“We are not one organization; we are multiple organizations… because we are so diverse, success is defined diversely.”
– Leadership

Key characteristics:
- Singular ambition and strategy, based on central governance mandate
- Day-to-day execution is collaborative
- Externally branding is consistent

“The bigger question is: Do we have one common goal? …We need to have a single vision and mission, and work together to regard ourselves as one entity.”
– Leadership

Illustrative Diagram:
- “House of brands”
  - AEL
  - ENA
  - AHA
  - AFD
  - AMIU

- “Branded house”
  - AHA
  - AFD
  - ENA
  - AMIU
  - AMIU
**Strategy Execution:** While Amref’s strategy is rigorous and inspiring, stronger prioritization and clear goal posts would further drive execution.

**Extensive writing culture**

Due to its extensive work in proposal writing and project planning, Amref has a well-entrenched “writing culture.” This has helped garner critical funding, but it can also impede the efficient communication of central ideas.

**Focus on activities over goals**

Just as project plans center on activities, Amref’s strategy focuses on the strategic work streams the organization plans to execute. However, clear intermediate goal posts will be needed in order to recognize progress toward achieving the ambition.

**Competing agendas**

Amref’s strategy calls for radical transformation across the organization. However, these many agendas running in parallel, with limited clarity on prioritization or sequencing, leads to internal competition for limited resources and creates difficult decision making.
External focus: In order to fully tap into the potential of the current moment, Amref knows it must now turn outward – and invest accordingly.

**Representation by more extensive leadership**

“Githinji’s role as global co-chair of UHC 2030 has catapulted him suddenly into a global role, so everyone is now asking for him… he ends up by default as the face.”

– Leadership

**Articulating a consistent and differentiated brand proposition**

“In larger corporations what ends up happening is that decision-makers are unsure about what Amref stands for, compared to other organizations like Save the Children, which is why some of these brands get more funding.”

– External stakeholder

**Strategic and coordinated management of partnerships**

“Partnerships are [being managed from] all over right now; we need to fully resource a global mechanism that will align our partnerships with the strategy.”

– Leadership
2. Findings & Recommendations

Strategic imperatives for Amref, overview of current capabilities and next steps of action
These four key areas to enable growth require strengthening various organizational capabilities

**Mission**
To increase sustainable health access to communities in Africa through solutions in human resources for health, health services delivery and investments in health

<table>
<thead>
<tr>
<th>Culture of Empowerment</th>
<th>Enabling One Amref</th>
<th>Strategy Execution</th>
<th>External Focus</th>
</tr>
</thead>
</table>
| *Why this matters:* Amref will grow by developing and empowering leaders at all levels of the organization  
*Capabilities to focus on:* Leadership, Talent, Processes, Learning | *Why this matters:* Amref will grow by maximizing the synergy and collaboration across its teams and entities  
*Capabilities to focus on:* Governance, Leadership, Processes, Learning | *Why this matters:* Amref will grow by sequencing its organizational transformation  
*Capabilities to focus on:* Strategy, Leadership, Resources | *Why this matters:* Amref will grow by expanding its visibility and influence on the global stage  
*Capabilities to focus on:* Strategy, Resources, Leadership |
To address these key areas for growth, we recommend that Amref focus its efforts first on the following critical actions*

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<tbody>
<tr>
<td><strong>1</strong></td>
<td>Finalize organizational redesign process to build capacity for focus on strategy execution and external-facing activities**</td>
<td><strong>2</strong></td>
<td>Build consensus among Executive Committee on characteristics of One Amref model and plan for transition</td>
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<tr>
<td><strong>3</strong></td>
<td>Create a strategic roadmap with intermediate goalposts for organizational transformation and external-facing activities</td>
<td><strong>4</strong></td>
<td>Build a strong and coordinated partnership management strategy complete with partner segmentation and frameworks for engagement</td>
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</table>

*These actions are included in the subsequent recommendations section in corresponding capability area.

**This refers to organizational redesign process that is currently underway with the support of external advisors.
Concrete actions are suggested for strengthening each capability area, but these actions should be sequenced based on importance.

<table>
<thead>
<tr>
<th>FINDINGS &amp; RECOMMENDATIONS</th>
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<tbody>
<tr>
<td><strong>Concrete actions are suggested for strengthening each capability area, but these actions should be sequenced based on importance</strong></td>
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<tr>
<th>NEAR-TERM</th>
<th>MID-TERM</th>
<th>LONG-TERM</th>
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<tr>
<td><strong>Leadership</strong></td>
<td><strong>Governance</strong></td>
<td><strong>Strategy</strong></td>
</tr>
<tr>
<td>• Build a roadmap for external-facing activities with targets</td>
<td>• Build ExCom consensus on transition plan for One Amref working model</td>
<td>• Develop a roadmap for organizational transformation</td>
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<tr>
<td>• Complete org redesign to drive strategy execution</td>
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<td>• Develop strategy for partnerships</td>
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<tr>
<td>• Build a formal mentorship program that includes upward feedback</td>
<td>• Build governance policies that create accountability and support collaboration</td>
<td>• Add personnel to support strategy execution</td>
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<td>• Create opportunities to recognize and develop top talent</td>
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<tr>
<td><strong>Ambition</strong></td>
<td><strong>Resources</strong></td>
<td><strong>Talent</strong></td>
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<td></td>
<td>• Invest in partnership strategy</td>
<td>• Delineate responsibilities to prevent losing key talent</td>
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<td>• Create interface between AEL and programs</td>
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<td>• Acquire digital staffing tool</td>
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<td>• Create targets for joint proposals</td>
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<tr>
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<td>• Build expertise in new strategic areas</td>
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<tr>
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<td></td>
<td>• Increase transparency and communication on resource allocation</td>
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<td></td>
<td></td>
<td>• Explore new staffing models</td>
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<tr>
<td></td>
<td></td>
<td>• Invest in community-building activities</td>
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<td></td>
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<td>• Standardize processes for collaboration across entities</td>
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<tr>
<td><strong>Processes</strong></td>
<td><strong>Learning</strong></td>
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</tr>
<tr>
<td>• Acquire CRM platform</td>
<td>• Define a learning agenda to guide investments in KM</td>
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<td>• Use ERP training to set new expediency expectations</td>
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<td></td>
<td>• Formalize coordination across BD, MEL, programs, and comms for impact stories and sharing best practices</td>
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The following pages outline detailed findings and recommendations based on the information gathered during the POE engagement and subsequent conversations with Amref stakeholders.

Each capability area includes a ‘findings’ and ‘recommendations’ page. The ‘findings’ pages provide insights into areas where Amref is strong, areas where Amref could benefit from strengthening, qualitative and quantitative data points that highlight current gaps impeding Amref’s effectiveness, and outputs from interactions with the executive leadership team. Each ‘recommendations’ page offers concrete next steps for Amref, as well as an accountability framework that is to be filled out by Amref (see guidelines in grey box).

### How to read Recommendations section

When reviewing the recommendations and suggested next steps for each area to strengthen, please consider the following:

- Adding other actionable next steps, if any
- Assigning an individual (from management team) responsible for each next step to be taken
- Setting a realistic target timeline for completing next steps
- Identifying resources needed to undertake next steps
Leadership: Findings

Areas to strengthen and why

More capacity to support strategy execution, enabling a greater focus on external-facing activities

Embodying and supporting a positive and empowering culture

Mentorship of staff and cultivation of the next generation of Amref leaders

**Findings**

- As a result of a lean corporate leadership team, there is lack of capacity and bandwidth to think about enhancing strategy execution and resource allocation. (e.g. ExCom not being able to meet regularly because of packed schedules).
- Few leaders beyond the Group CEO regularly represent the organization in an external-facing capacity.
- Leadership feel that they have not provided country offices with adequate direction on branding and communications, resulting in inconsistent external representation.

- Leadership acknowledge that desire to “always do better” may lead to focus on critique and challenges, rather than successes.
- After extraordinary showing at AHAIC in Kigali, there was no organizational celebration.
- Disciplinary actions in the past around procurement errors still have resonance among staff, which has been difficult to uproot.
- Staff perceive little tolerance for risk and are thus reluctant to “innovate”: “I’m able to confront my boss, but for others it’s not possible.” – Staff

- Satisfaction with mentorship among staff is uneven. While HR is the process of creating mentorship KPIs, strength of mentorship currently depends on the initiative of individual managers.
- Senior leadership are unable to articulate who is responsible for advocating for staff’s professional development.
- Leadership express concern around succession planning, and being able to identify staff who are capable of taking over their roles: “We want a sustainable organization that is not just based on individuals.” – Leadership

While the Group CEO and CPO have high numbers of direct reports, external facing function teams are very small.

**Output from ExCom workshops**

- Leadership agree they have missed opportunities to celebrate Amref’s accomplishments and praise staff
- Leadership agree that investing in their own capacity to grow the organization is a top priority

**Thought-starters to guide next steps:**

- What is the right leadership structure to drive strategy execution and promote representation of the organization externally?
- What are the right activities and channels for leadership to drive a positive culture through the organization?
# Leadership: Recommendations

<table>
<thead>
<tr>
<th>Area to strengthen and why</th>
<th>Recommendations</th>
<th>Suggested next steps</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>More capacity to support strategy execution, enabling a greater focus on external-facing activities</strong></td>
<td>• Revisit allocation of responsibilities and prioritize representation of the organization by leaders other than the GCEO</td>
<td>➢ Identify a core group of leaders to stand in for GCEO on global platforms and invest in building their skills</td>
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<td>➢ Build a roadmap with targets for external-facing activities, for ExCom, ENA and country office leadership – at local, regional and global levels</td>
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<td>➢ Designate a team of staff that is accountable for developing a staff recognition and celebration initiative</td>
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<td><strong>Embodying and supporting a positive and empowering culture</strong></td>
<td>• Create new organizational traditions for celebrating staff and organizational accomplishments</td>
<td>➢ Build a formal mentorship program that includes a forum for upward feedback</td>
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<td>• Continue to drive leadership as an attitude by identifying where staff can take on more accountability and autonomy in their roles</td>
<td></td>
</tr>
<tr>
<td><strong>Mentorship of staff and cultivation of the next generation of Amref leaders</strong></td>
<td>• Encourage formal and informal mentorship among leadership</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Designate leadership time to identify top talent and create a plan for development</td>
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</tbody>
</table>

**How do we know we are doing better?**
- Leadership beyond the GCEO regularly represent the organization
- Every staff member at Amref can identify a professional mentor
- Leadership can identify staff who are capable of taking on their roles
# Governance: Findings

## Areas to strengthen and why

### Governance structure and procedures that incentivize collaboration, rather than competition amongst African country and ENA offices

- In an effort to meet financial targets, ENA and African country offices are protective of their respective external partnerships.
- Currently, country specific strategies do not include targets for collaboration with other offices in the ENA or Africa.
- Historically, ENA offices have “run their own businesses.” As a result, some ENA offices have been slow and hesitant to support new initiatives set by corporate leadership (e.g. some ENA offices continue to express a frustration over mandate to remit 6% despite transparent process).
- As the governance model evolves, both country and ENA offices are looking for greater clarity on how responsibilities are shared: “How is this going to benefit my country? There needs to be a document and an explanation.” – Leadership

### Governance structure and policies that better accommodate agility and the diverse challenges of Amref’s various entities

- While the International Board has made moves in recent years to diversify its membership and more effectively guide Amref as it evolves, some staff outside the NGO feel that the International Board is still ineffectively applying an NGO-mentality to Amref’s enterprises (e.g. The need for decisions to pass through two governance structures limits the agility of Amref’s different enterprises).
- Leadership express concerns about unique needs and revenue-generating models of Amref subsidiaries being inadequately represented by some International Board policies (e.g. board term limits).

## Findings

- Leadership feel that there needs to be exploration of potential changes to country office-model in order to foster regional collaboration and growth
- Leadership agree that regardless of how the governing structure changes, it needs to support innovation and agility throughout the organization

## Data

“We instead of everybody replicating things in various countries, why don’t we try to work together more? When we get together in Africa, everyone gets along, but when they get back to their countries, they are just to work on their own businesses.”

– Leadership

“We did an evaluation at end of 2018 and it was overwhelmingly supportive of the way the board is running.”

– Leadership

## Output from ExCom workshops

- Leadership feel that there needs to be exploration of potential changes to country office-model in order to foster regional collaboration and growth
- Leadership agree that regardless of how the governing structure changes, it needs to support innovation and agility throughout the organization

## Thought-starters to guide next steps:

- How can the International Board accommodate the unique needs of Amref’s various entities while advancing the One Amref agenda?
- What levers does the International Board possess to maximize synergies between ENA and country offices?
## Governance: Recommendations

<table>
<thead>
<tr>
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| Governance structure and procedures that incentivize collaboration, rather than competition amongst African country and ENA offices | • Build governance policies that create accountability for the organization’s overall growth among ENA and country office leadership  
  • Clarify the role of Excom to guide ENA and country offices toward the best opportunities for collaboration and prioritization | ➢ Finalize revisions to governance policies which strengthen position of a central unifying leadership structure  
  ➢ Solicit input IB and SMT in upcoming retreat to inform transition plan |
| Governance structure and policies that better accommodate agility and the diverse challenges of Amref’s various entities | • Build strong alignment among all leadership teams on working model to achieve One Amref  
  • Conduct analysis of needs and challenges to build in more flexibility and autonomy | ➢ Build consensus among ExCom on working model and transition plan toward One Amref  
  ➢ Consider use of external expert to bring best practice examples and advice on how to incorporate flexibility and autonomy into working model |
**strategy:**

**findings**

<table>
<thead>
<tr>
<th>areas to strengthen and why</th>
<th>prioritization and development of intermediate goalposts to enhance decision-making and tracking progress</th>
<th>parameters to define the types of partners and engagements that align with ambition</th>
</tr>
</thead>
<tbody>
<tr>
<td>findings</td>
<td>Staff have a strong ambition to see the organization flourish and drive the strategy forward. Due to this passion, in the context of limited resources and limited leadership bandwidth, staff sometimes feel they are competing for scarce resources and the attention of leadership for their own agendas.</td>
<td>Leadership recognize that more centralized partnership capacity would strengthen the alignment of ENA and country offices with the strategy. Without this capacity, country offices find it difficult to avoid a project-based approach, continuing to accept small-budget projects and only reject projects that are blatantly out-of-scope (e.g. migration).</td>
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<tr>
<td></td>
<td>EC has not yet established a method to measure progress on organizational transformation initiatives. Consequently, staff are working on various initiatives, but are unable to articulate a concrete plan for roll out, assessing progress, or course correction when necessary.</td>
<td>Current corporate strategy does not include a partnership management strategy to achieve its ambitions.</td>
</tr>
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<td>Prioritization and development of intermediate goalposts to enhance decision-making and tracking progress</td>
<td>Leadership recognize that more centralized partnership capacity would strengthen the alignment of ENA and country offices with the strategy. Without this capacity, country offices find it difficult to avoid a project-based approach, continuing to accept small-budget projects and only reject projects that are blatantly out-of-scope (e.g. migration).</td>
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**data**

“**Partnerships will be critical in the planning, implementation and achievement of our strategy. In all our work, our partnerships begin with African communities.**”

– Omari Issa, AHA Corporate Strategy 2018-22

**output from excom workshops**

- When it comes to programmatic impact, objectives and goals are well-defined. But there is less certainty on what progress can and should look like around organizational transformation
- Development of a partnership strategy at the top must precede development of processes and tools

**thought-starters to guide next steps:**

- Where does Amref need to invest to enhance its strategic partnership management efforts?
- How can Amref match the rigor of its theory of change with a strategy for organizational transformation?
## Strategy: Recommendations

### How do we know we are doing better?
- Leadership can report on progress toward organizational transformation
- Staff are able to assess relevance of their daily work relative to strategy
- There is stronger alignment between strategy and partner engagement

<table>
<thead>
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</table>
| Prioritization and intermediate goalposts during organizational transformation process to enhance decision-making and progress | • Further enhance roadmap for organizational transformation with concrete steps to guide decision-making and resource allocation  
• Create a clear set of outcomes for each workstream that indicate progress and completion | ➢ Translate organizational transformation workstreams into concrete goals and a sequence of actions (e.g. Bold Steps scorecard)  
➢ Identify a mechanism to support strategy execution (e.g. COO, chief of staff, OE specialist)  
➢ Finalize global partnership framework and engagement strategy including segmentation of existing partnerships |
| Parameters to define the types of partners and engagements that align with ambition | • Develop strategy for coordinated partnership management and engagement  
• Ensure all types of resource mobilization align with new strategy to effectively guide engagements Amref pursues | |


## FINDINGS & RECOMMENDATIONS

### Resources: Findings

#### Areas to strengthen and why

<table>
<thead>
<tr>
<th>Areas to strengthen and why</th>
<th>Greater investment in external-facing functions, in order to grow sufficiently to meet ambitions for impact and visibility</th>
<th>Translating the overarching strategy into a more transparent logic for allocating resources across the organization</th>
<th>Continuing to systematize development of social enterprises within programmes, to grow the sustainability of impact and access to unrestricted funds</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Findings</strong></td>
<td>• Majority of BD happens at the country-level, making it difficult to vie for multi-national projects with larger budgets.</td>
<td>• Support staff feel frustrated and unable to make decisions as they “wait in line” for investment in their strategic priorities: “We need to have this many trips to support country offices…but a big chunk was chopped off.” – Support Staff</td>
<td>• Amref’s enterprises has shown the promise of a social enterprise model, grossing &gt;$2M in surplus in 2018.</td>
</tr>
<tr>
<td></td>
<td>• Many significant accomplishments by Amref have gone without press recognition due to a lack of communications capacity: “We acquired two jets and the press coverage was nowhere. Nobody knows about it and how it will contribute to the healthcare system.” – Leadership</td>
<td>• ENA and Country office leadership negotiate directly about the investment of unrestricted resources, at times exacerbating inequality across countries: “Funding [to the country offices] becomes based on who comes first…There is no leadership on this coming from Africa.” – ENA Leadership</td>
<td>• Staff across the organization are uncertain about the purpose of AEL, and express concern about it growing increasingly siloed.</td>
</tr>
<tr>
<td></td>
<td>• Limited resources and capacity have made it difficult for country offices to collaborate with ENA in managing partnerships.</td>
<td>• Widespread recognition by leadership and staff about a lack of business acumen and enterprise-thinking among programme staff.</td>
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</tr>
</tbody>
</table>

#### Data

* $2m

Amref total unrestricted income from its Social enterprises in 2018 (Amref Flying Doctors and Amref Enterprises Limited)

#### Output from ExCom workshops

- Leadership agree that Amref can no longer underinvest in communications. There is potential to better utilize grant funds to grow brand and communications
- There is a lack of alignment on who is responsible and supportive for driving enterprise agenda throughout organization

#### Thought-starters to guide next steps:

- What will be the most effective way to invest limited resources to drive growth?
- How can country offices be better incentivized to contribute to organization-wide growth?
## Resources: Recommendations

<table>
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<th>Area to strengthen and why</th>
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<th>Suggested next steps</th>
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</thead>
</table>
| Greater investment in external-facing functions, in order to grow sufficiently to meet ambitions for impact and visibility | • Allocate more resources to grow capacity of partnerships, communications, and BD teams  
• Develop collaborative working model across countries that strengthens the pursuit of multicountry engagements and resource mobilisation | ➢ Develop annual plan for resource allocation based on strategy and unit/directorate deliverables and targets |
| Translating the overarching strategy into a more transparent logic for allocating resources across the organization | • Translate strategy roadmap into a plan for resource allocation, and share with team leads  
• Increase transparency and coordination with HQ around investments from ENA into country offices | ➢ Develop annual plans for ENA investment in country offices through joint agreement between COs, ENA and HQ |
| Continuing to systematize development of social enterprises within programmes, to grow the sustainability of impact and access to unrestricted funds | • Continually evaluate potential for project outputs to develop into enterprises  
• Define operational model between subsidiaries and country offices starting with AEL and find ways to drive innovation agenda | ➢ Incorporate metric for “enterprise feasibility” into end-of-project evaluation process  
➢ Designate a team to define working models among subsidiaries starting with AEL and country offices |

### How do we know we are doing better?
- Partnership, communication, and BD teams drive financial growth
- Growing share of income comes from regional projects
- Staff can articulate the function and value of AEL in relation to their work
FINDINGS & RECOMMENDATIONS

Ambition: Findings

**Areas that are strong**

- Amref’s ambition is firmly embedded throughout the organization, among both leadership and staff.
- Ambition cultivates a shared value around the importance of being an African-led organization, championing community-oriented health solutions for Africa’s “bottom billion.”
- Ambition fosters a strong sense of purpose among staff in all departments to help achieve UHC in Africa by 2030.
- Ambition is articulated by a clear vision and bold and relevant mission that responds to critical gaps in the healthcare ecosystem.

**Thought-starters to guide next steps:**

- How can Amref ensure its broad ambition does not lead to “mission drift”?

---

**Data**

“For me, I came from the communities that Amref benefits, so it is a privilege for me to be here today.” – Staff

“There is passion, enthusiasm, there is drive. It’s not just people waiting for money. The vision for UHC is pulling everyone in the right direction, in unison.” – Leadership

“What sets us apart is our commitment to the communities. They are our clients. They are who we listen to and work for.” – Staff

---

Note: Based on observations and discussions with leadership, it was determined that Ambition is not currently a capability area in need of strengthening.
## Talent: Findings

<table>
<thead>
<tr>
<th>Areas to strengthen and why</th>
<th>Stronger formal and informal mentorship and professional development to grow and empower staff</th>
<th>Talent management strategy that enables recognition and retention of high-performing staff</th>
<th>Building knowledge expertise in new strategic areas</th>
</tr>
</thead>
</table>
| Findings                   | • Many staff articulate high praise for their mentors, and are highly motivated by Amref’s leadership. However, mentorship is uneven and relies on the initiative of individual supervisors: “Not all staff have had the same opportunities. Some staff can go 5-10 years and not have the opportunities for training.” — Country Office Staff  
• Staff express regret over the infrequency and/or elimination of community-building initiatives such as “staff teas.” | • New HR team is in the process of developing culture change, improving recruitment processes, safeguarding, and performance management.  
• A project-based staffing model prevails, leading to key talent often “falling through the cracks.” Many supervisors expressed uncertainty around where responsibility for retaining staff ultimately sits within the organization.  
• The possibility of moving staff between country offices has been underexplored: “We have great talent in one corner, but then they are left there.” — Leadership | • The high ambition of Amref’s strategy requires that it build new skill sets, particularly around entrepreneurship and health financing: “We don’t have the skill capacity and people to see [Githinji’s] vision through... Health financing is an economics thing and we don’t have that.” — Leadership  
• Leadership is uncertain on how to best build new expertise within the organization, by either acquiring new talent or developing skills in-house.  
• ICD is a key asset that already possesses capabilities to build new skill sets internally. |

### Data

“I want Amref to see me as a partner in this work—I don’t just show up for a paycheck. I may have solutions that are beyond my job description, but they are not beyond what is possible for the organization.” — Staff

“Some country programs are great at nurturing people, but it’s not that well structured.” — Leadership

### Output from ExCom workshops

• Long-tenure of many corporate staff has been an asset for ensuring preservation of institutional memory  
• Consensus among leadership that talent management strategy is high priority area in order to grow

### Thought-starters to guide next steps:

• How can Amref leverage its existing assets to encourage the development of new skills?  
• How can Amref drive a growth mindset through praise and mentorship?  
• What is the most efficient way for Amref to ensure valuable project staff do not “fall through the cracks”?
## Talent: Recommendations

<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Stronger formal and informal mentorship and professional development to grow and empower staff</td>
<td>• Develop a formal mentorship program that pairs staff with appropriate mentors</td>
<td>➢ Invest in valued staff events and team-building</td>
</tr>
<tr>
<td></td>
<td>• Create informal opportunities for staff to foster community and connect with leadership</td>
<td></td>
</tr>
<tr>
<td>Talent management strategy that enables recognition and retention of high-performing staff</td>
<td>• Ensure that new HR policies and systems clearly delineate responsibilities for preventing loss of key talent</td>
<td>➢ Implement new talent management strategy to streamline and ensure more speedy processes</td>
</tr>
<tr>
<td></td>
<td>• Explore new and creative staffing models that move beyond the traditional project-based model</td>
<td>➢ Acquire digital staffing tool to more effectively forecast staffing needs and preempt talent loss</td>
</tr>
<tr>
<td></td>
<td>• Continue to improve performance management system to recognize key talent</td>
<td>➢ Consider creative methods to enhance current staffing model (e.g. rotation programs)</td>
</tr>
<tr>
<td>Building knowledge expertise in new strategic areas</td>
<td>• Align on plan to address current talent gaps in strategic areas (e.g. health financing)</td>
<td>➢ Continue to develop ICD’s capacity to broaden staff expertise and skills in strategic areas (health financing, entrepreneurship, BD and partnership-building)</td>
</tr>
<tr>
<td></td>
<td>• Leverage existing educational assets to grow skills in new areas</td>
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</tbody>
</table>

### How do we know we are doing better?
- All staff can identify a mentor that supports their development in the organization
- HR systems preempt the loss of key talent before projects end
- The organization has strong expertise in all of its strategic areas
### Processes: Findings

#### Areas to strengthen and why

<table>
<thead>
<tr>
<th>Findings</th>
<th>Investment in processes to support Amref’s strategic and centralized approach to partner engagement</th>
<th>Designing processes that foster and formalize collaboration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff lament a “culture of bureaucracy,” however leadership are uncertain how to make processes more nimble while still maintaining Amref’s signature rigor and compliance with donor demands.</td>
<td>• The organization has begun a process of codifying a strategic approach to partnerships, including development of an MOU. However, the capacity to manage partnerships remains decentralized, and capacity to coordinate is limited.</td>
<td>• AEL’s intention was to grow the sustainability of project-based solutions. However, ideas currently travel to AEL on an ad hoc basis and there is no systematic mechanism for these ideas to travel from country offices to AEL staff.</td>
</tr>
<tr>
<td>Processes are time-intensive. For example, policy of requiring multiple sign-offs can lead to significant delays (e.g. CFO signing off on individual project purchases), and also diminishes staff sense of agency: “One of the frustrations we’ve had is that we need to move with haste, but our processes have multiple steps. We definitely have competitors who don’t have these process problems.” – Leadership</td>
<td>• The organization does not possess a standardized tool related to managing relationships with external partners (e.g. CRM software).</td>
<td>• ENA offices employ various models for collaborating with different country offices (e.g. ENA to HQ vs. ENA direct to country offices); “There is a multitude of Northern offices funding programs in Southern offices, creating a large number of silos, rather than one global portfolio -- [which would mean] less replication, reporting, fundraising.” – Leadership</td>
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<td>In the past, country offices have “competed against themselves” in applying to the same grant, due to lack of partnership oversight.</td>
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#### Data

Processes were identified as the weakest area by leadership and staff in the Capability Wheel exercise.

#### Output from ExCom workshops

- Ideal organizational structure would enable more agility for certain units/entities
- Consensus that partner management must be approached strategically in order to grow the organization
- Programmatic staff could channel challenges (rather than solutions) to AEL, to be developed into enterprises

#### Thought-starters to guide next steps:

- In which units/entities would it be most appropriate to relax procedures and encourage risk-taking?
- Where can Amref’s processes be further streamlined to enhance efficiency?
- What tools does Amref need to centralize its approach to partnership management?
### Processes: Recommendations

<table>
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</tr>
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</table>
| Efficient decision-making and execution, while adhering to necessary compliance measures | • Increase process efficiency by reducing the number of sign-offs required or increasing qualified staff  
• Set expectations for speedy turnaround | ➢ Develop a set of time principles for high-priority processes that set expectations for expediency  
➢ Introduce expectations around expediency through current ERP training |
| Investment in processes to support Amref’s strategic and centralized approach to partner engagement | • Invest in a centralized platform that enables the coordination of partnership engagement activities across relevant units | ➢ Build capacity in a centralized CRM platform |
| Designing processes that foster and formalize collaboration | • Formalize channels for innovation ideas to flow between enterprises and the NGO  
• Standardize models for collaboration between ENA and country offices that incorporates Excom input | ➢ Build an innovation process that compiles needs and challenges from the field (e.g. to inform development of AEL solutions)  
➢ Establish Innovation ‘Dream Team’ with mandate to generate innovative approaches to work in the field |

### How do we know we are doing better?
- Staff largely feel that processes enable rather than encumber their work
- Partnership management is consolidated into a centralized platform
- AEL has a steady pipeline of ideas to innovate on from the NGO
- Transparent methods for distributing funds between ENA and country offices
## FINDINGS & RECOMMENDATIONS

### Learning: Findings

<table>
<thead>
<tr>
<th>Areas to strengthen and why</th>
<th>Growing capability to document, analyze and communicate its contributions to drive greater impact</th>
<th>Facilitating knowledge exchanges across staff, programmes and countries to avoid institutional memory loss and inefficient work processes</th>
</tr>
</thead>
</table>
| Findings                    | • Learning has historically been deprioritized relative to other pressing priorities: 49% of projects evaluated had missing information, according to a strategy evaluation report in 2017  
  • However the prioritization of documentation has recently come to the forefront with updates to AIMS, creation of MEL, and the hiring of new communications leadership: “Internal areas is something we need to strengthen. When survival is your biggest focus, then you can’t focus on learning. But now we are beyond that.” – Country Office staff  
  • Documentation is mostly decentralized; coordination with corporate communications team happens on an ad hoc basis. Project staff feel that there are not adequate structures to send relevant stories to corporate.  
  • Current metrics of success revolve around dollars spent and activities completed rather than more holistic and creative data types to illustrate impact after project completion. | • Senior leadership express a desire for more formal exchanges of knowledge, best practices and lessons learned from other countries, including ENA. Currently, country directors meet irregularly and rely on informal channels to share. They cite missed opportunities for countries to lend expertise to one another: “The advantage is that our countries are so similar, in culture, governments, disease patterns; we could use greater knowledge sharing.” – Country Office Staff  
  • Staff encounter difficulties locating historical materials such as annual reports, and identifying the custodians of different information (e.g. websites and passwords).  
  • Staff express a desire for stronger organization-wide communications. Organization-wide newsletters no longer exist. Staff’s eagerness to exchange information is evident in enthusiasm to share on the Facebook workplace platform. |

### Data

“It’s very easy to just say look we provided $100k, a well, we’re now providing so many liters to so many people and that’s the end of it. But actually that is not the impact. The Maasai ladies were telling us that it used to take them the whole day to fetch water.... Now that water is available, the mothers have more time to look after their kids, they even have more time to do business. They were now beginning to produce honey locally. So [we] should assess the impact, not just x number of liters to so many people, but what has that well done to that village?” – Leadership

### Output from ExCom workshops

- Growth of the M&E function will be critical to allowing Amref to “focus outward,” and expand its funding, reach, and impact
- Stronger internal communications would lead to greater transparency and understanding of new strategy

### Thought-starters to guide next steps:

- What is the best structure for embedding a culture of documenting, learning and sharing throughout the organization?
- How can the ExCom set the tone for greater exchange and collaboration across country offices?
# Learning: Recommendations

<table>
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| Growing capability to document, analyze and communicate its contributions to drive greater impact | • Define a shared learning agenda that guides investments in knowledge management and allocates responsibility  
• Develop structures to facilitate to encourage documentation on existing KM platforms  
• Streamline and formalize coordination among relevant teams (e.g. MEL, BD, programs) to develop stronger impact stories | ➢ Complete AIMS training and standardize documentation processes across all program teams  
➢ Spotlight teams with exceptional documentation to encourage a culture of learning  
➢ Use program staff to assist communications team in the development of methods for creative impact story-telling (e.g. miles travelled by Amref staff)  
➢ Create templates for internal knowledge collection in priority areas |
| Facilitating knowledge exchanges across staff, programmes and countries to avoid institutional memory loss and inefficient work processes | • Grow formal and informal opportunities for country-level teams to exchange best practices  
• Build a robust and accessible platform for capturing key internal processes and information  
• Share more project/program stories on relevant platform |
## FINDINGS & RECOMMENDATIONS

### Overview of recommendations and next steps

<table>
<thead>
<tr>
<th>Recommendations</th>
<th>Next steps</th>
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| **Leadership** | • Identify a core group of leaders to stand in for GCEO on global platforms and invest in building their skills  
• Build a roadmap with targets for external-facing activities, for ExCom, ENA and country office leadership – at local, regional and global levels  
• Designate a team of staff that is accountable for developing a staff recognition and celebration initiative  
• Build a formal mentorship program that includes a forum for upward feedback |
| • Revisit allocation of responsibilities and prioritize representation of the organization by leaders other than the GCEO  
• Create new organizational traditions for celebrating staff and organizational accomplishments  
• Continue to drive leadership as an attitude by identifying where staff can take on more accountability and autonomy in their roles  
• Encourage formal and informal mentorship among leadership  
• Designate leadership time to identify top talent and create a plan for development |
| **Governance** | • Finalize revisions to governance policies which strengthen position of a central unifying leadership structure  
• Solicit input IB and SMT in upcoming retreat to inform transition plan  
• Build consensus among ExCom on working model and transition plan toward One Amref  
• Consider use of external expert to bring best practice examples and advice on how to incorporate flexibility and autonomy into working model |
| • Build governance policies that create accountability for the organization’s overall growth among ENA and country office leadership  
• Clarify the role of ExCom to guide ENA and country offices toward the best opportunities for collaboration and prioritization  
• Build strong alignment among all leadership teams on working model to achieve One Amref  
• Conduct analysis of needs and challenges to build in more flexibility and autonomy |
| **Strategy** | • Translate organizational transformation workstreams into concrete goals and a sequence of actions (e.g. Bold Steps scorecard)  
• Identify a mechanism to support strategy execution (e.g. COO, chief of staff, OE specialist)  
• Finalize global partnership framework and engagement strategy including segmentation of existing partnerships |
| • Further enhance roadmap for organizational transformation with concrete steps to guide decision-making and resource allocation  
• Create a clear set of outcomes for each workstream that indicate progress and completion  
• Develop strategies for coordinated partnership management and engagement  
• Ensure all types of resource mobilization align with new strategy to effectively guide engagements Amref pursues |
| **Resources** | • Develop annual plan for resource allocation based on strategy and unit/directorate deliverables and targets  
• Develop annual plans for ENA investment in country offices through joint agreement between CoEs, ENA and HQ  
• Incorporate metric for "enterprise feasibility" into end-of-project evaluation process  
• Designate a team to define working models among subsidiaries starting with AEL and country offices |
| • Allocate more resources to grow capacity of partnerships, communications, and BD teams  
• Develop collaborative working model across countries that strengthens the pursuit of multicity engagements and resource mobilization  
• Translate strategy roadmap into a plan for resource allocation, and share with team leads  
• Increase transparency and coordination with HQ around investments from ENA into country offices  
• Continually evaluate potential for project outputs to develop into enterprises  
• Define operational model between subsidiaries and country offices starting with AEL and find ways to drive innovation agenda |
| **Talent** | • Invest in valued staff events and team-building  
• Implement new talent management strategy to streamline and ensure more speedy processes  
• Acquire digital staffing tool to more effectively forecast staffing needs and preempt talent loss  
• Consider creative methods to enhance current staffing model (e.g. rotation programs)  
• Continue to develop ICD’s capacity to broaden staff expertise and skills in strategic areas (health financing, entrepreneurship, BD and partnership-building) |
| • Develop a formal mentorship program that pairs staff with appropriate mentors  
• Create informal opportunities for staff to foster community and connect with leadership  
• Ensure that new HR policies and systems clearly delineate responsibilities for preventing loss of key talent  
• Explore new and creative staffing models that move beyond the traditional project-based model  
• Continue to improve performance management system to recognize key talent  
• Align on plan to address current talent gaps in strategic areas (e.g. health financing)  
• Leverage existing educational assets to grow skills in new areas |
| **Processes** | • Develop a set of time principles for high-priority processes that set expectations for expediency  
• Introduce expectations around expediency through current ERP training  
• Build capacity in a centralized CRM platform  
• Build an innovation process that complies needs and challenges from the field (e.g. to inform development of AEL solutions)  
• Establish Innovation ‘Dream Team’ with mandate to generate innovative approaches to work in the field |
| • Increase process efficiency by reducing the number of sign-offs required or increasing qualified staff  
• Set expectations for speedy turnaround  
• Invest in a centralized platform that enables the coordination of partnership engagement activities across relevant units  
• Formalize channels for innovation ideas to flow between enterprises and the NGO  
• Standardize models for collaboration between ENA and country offices that incorporates Excom input |
| **Learning** | • Complete AIMS training and standardize documentation processes across all program teams  
• Spotlight teams with exceptional documentation to encourage a culture of learning  
• Create templates for internal knowledge collection in priority areas  
• Use program staff to assist communications team in the development of methods for creative impact story-telling (e.g. miles travelled by Amref staff)  
• Use program staff to assist communications team in the development of methods for creative impact story-telling (e.g. miles travelled by Amref staff) |
| • Define a shared learning agenda that guides investments in knowledge management and allocates responsibility  
• Develop structures to facilitate to encourage documentation on existing KM platforms  
• Streamline and formalize coordination among relevant teams (e.g. MEL, BD, programs) to develop stronger impact stories  
• Grow formal and informal opportunities for country-level teams to exchange best practices  
• Build a robust and accessible platform for capturing key internal processes and information  
• Share more project/program stories on relevant platform |
Appendix
## Overview of capability findings and outputs

<table>
<thead>
<tr>
<th>Capabilities</th>
<th>Importance</th>
<th>Thought-starters to guide next steps</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Ambition</strong></td>
<td></td>
<td>• How can Amref ensure its broad ambition does not lead to “mission drift”?</td>
</tr>
</tbody>
</table>
| **Strategy**   |            | • Where does Amref need to invest to enhance its strategic partnership management efforts?  
          |            | • How can Amref match the rigor of its theory of change with a strategy for organizational transformation? |
| **Governance** |            | • How can the International Board accommodate the unique needs of Amref’s various entities while advancing the One Amref agenda?  
          |            | • What levers does the International Board possess to maximize synergies between ENA and country offices? |
| **Leadership** |            | • What is the right leadership structure to drive strategy execution and promote representation of the organization externally?  
          |            | • What are the right activities and channels for leadership to drive a positive culture through the organization? |
| **Talent**     |            | • How can Amref leverage its existing assets to encourage the development of new skills?  
          |            | • How can Amref drive a growth mindset through praise and mentorship?  
          |            | • What is the most efficient way for Amref to ensure valuable project staff do not “fall through the cracks”? |
| **Processes**  |            | • In which units/entities would it be most appropriate to relax procedures and encourage risk-taking?  
          |            | • Where can Amref’s processes be further streamlined to enhance efficiency?  
          |            | • What tools does Amref need to centralize its approach to partnership management? |
| **Resources**  |            | • What will be the most effective way to invest limited resources to drive growth?  
          |            | • How can country offices be better incentivized to contribute to organization-wide growth? |
| **Learning**   |            | • What is the best structure for embedding a culture of documenting, learning and sharing throughout the organization?  
          |            | • How can the ExCom set the tone for greater exchange and collaboration across country offices? |
Full list of immersion week participants

**Board Members**
Omari Issa  
Mary Ann Mackenzie

**Executive Committee**
Githinji Gitahi  
Jonathan Dutton  
Mette Kjaer Kinoti  
Angela Muchiru  
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Desta Lakew  
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