

# 5 Year Strategy Snapshot in Brief

STRATEGY 2023 - 2027

## FAH's Community health systems strengthening strategy for scale and sustainability

### VISION

Mobilizing financing to improve health for all

### MISSION

We partner with governments on all steps of financing to strengthen and sustain community health systems & integrating primary health care to attain universal health coverage

### GOAL

Mobilize US\$ 1 Billion of finance to integrate community health into health sector strategic plans, primary health, global health security, to advance universal healthcare while scaling community health systems

IDENTITY

We are an **Africa-based, African-led** entity that convenes governments, donors, private-sector and communities to address systemic financing challenges to scaling primary and community health programs at **country, regional and global levels.**

CONTEXT

#### Our achievements over the past five years:

- Focused US\$ 0.5 Billion to community health systems.
- + 450,000 community health workers recognized in policy and programs.
- 6 Community Health strategies developed in 6 governments across 4 countries.
- 8 investment cases and policy briefs developed in 8 governments across 7 countries.
- 4000 stakeholders trained and empowered on health financing and public finance management.
- Launched the Africa Frontline First Initiative, having the AFF Catalytic Fund Phase 1 launched to be US\$ 100M, with current investment of US \$25M from private sector for Global Fund and country match.

#### We have learnt that we need to:

- Strengthen **domestic resource mobilization** and explore diverse funding sources (blended finance, private sector, debt conversion, risk pooling).
- Integrate **community health** into primary health, global health security and universal health coverage to access a larger pool of funding and ease resource tracking.
- Increase **collaboration** across diverse ecosystem players.
- Frame and elevate FAH work and **impact story** better.
- Diversify the skills mix and modus operandi of the team.

#### We are aware of the need to adapt due to evolving ecosystem trends:

- Increased financing for universal health coverage, global health security and integrated health systems.
- Growing new sources of funding for global health, new global financing initiatives & innovative finance.
- Increasing focus on the social determinants of health, inter and multi-sectoral health.
- Demand for improved utilization of limited funds.

SITUATION

#### Strength:

- Systems orchestrator particularly focused on public sector strengthening.
- Sector expertise in community health financing and innovative financing design.
- Embedded government support and cross-ministry convening.

#### Area of improvement:

- Imbalance between outputs and direct resource mobilization.
- Stretched team due multiple priorities, leading to burn out.
- Lack of clarity in communication of FAH's value proposition, impact and in-country visibility.
- Sub-optimal sharing of knowledge gained, i.e., primary data collected.

#### Opportunities:

- Need for broadened FAH country footprint.
- Need for stronger links between community health and global health security.
- Need for strengthened frameworks for government paths to universal health coverage.
- Need for diversified funding options.

#### Potential threats:

- Decline in government budget support.
- Fragmented funding landscape limiting investment into integrated systems.
- Future pandemics & priorities disruption.
- Change in political leadership.

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## Over the next five years...

FAH will seek to strengthen and sustain its impact in developing community health systems by leveraging the global and country focus on primary healthcare systems

	1 THE MONEY: the top-down global funding flows, mechanisms and approaches	2 THE POLICIES: the bottom-up policies and domestic resources	3 THE SKILLS: the health financing thought leadership and capacity building
STRATEGIC OBJECTIVES	Increase the amount, mix and alignment of community health funding to reduce the annual \$4.4 Billion funding gap in Sub-Saharan Africa	Demonstrate practical paths to achieving sustainable community health financing Drive inclusion of community health systems into the primary health and global health security agenda through financing	Position FAH as go-to expert on primary and community health financing across Africa
PHASE 1: (2023 -2024)	<ul style="list-style-type: none"> <li>• Implement the Africa Frontline First Catalytic Fund.</li> <li>• Pursue a <b>financial model transaction</b> that leverages private capital by initiating the Community Health Incubator/ Accelerator Challenge Fund.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure community health policies and financing exist and are included into the PH, UHC, and GHS policies.</li> <li>• <b>New engagement strategies</b> defined and deployed for Ministry of Finance, private and multi-sectoral partners.</li> <li>• Engagement of <b>1</b> new country with continued support to our existing countries.</li> </ul>	<ul style="list-style-type: none"> <li>• Expand uptake and delivery of FAH training <b>curriculum</b>.</li> <li>• Upskill <b>policy makers and health leaders</b> on public finance management.</li> <li>• Strengthen <b>cross-country learning</b> through communities of practice.</li> </ul>
Phase 2: (2025 -2027)	<ul style="list-style-type: none"> <li>• Explore interventions that will contribute to the reduction of <b>Object-oriented programming</b> (OOP) spending on health.</li> <li>• Design <b>1</b> additional innovative financing mechanisms that are complimentary to Africa Frontline First.</li> <li>• Implement the <b>Africa Frontline First Scale Up Fund</b>.</li> <li>• Influence policies in <b>regional and global implementing agencies</b> by elevating the local/ country level community health experiences to impact system strengthening and finance.</li> </ul>	<ul style="list-style-type: none"> <li>• Integrate <b>community health and primary healthcare</b> interventions into local health insurance/ health risk pooling mechanisms.</li> <li>• Harmonize <b>policy "asks"</b> for community health strengthening at country and regional level.</li> <li>• Engagement of <b>1 - 2 new countries</b> with continued support to our existing countries.</li> </ul>	<ul style="list-style-type: none"> <li>• Curate <b>on-demand content</b> for relevant audiences, e.g. masterclasses, trainer of trainers etc.</li> <li>• Build out the <b>global knowledge hub</b> with thought pieces, evidence, stories from the front lines.</li> </ul>
OUTCOMES	<ul style="list-style-type: none"> <li>• <b>US \$400M</b> by Africa Frontline First (AFF) mobilized towards community health through:                             <ul style="list-style-type: none"> <li>~ successful deployment of AFF Catalytic Fund in <b>5 new countries</b> with a target of <b>US\$ 60-100M</b>.</li> <li>~ <b>US \$300M</b> mobilized through AFF Phase 2 design and implementation.</li> </ul> </li> <li>• <b>US \$20M</b> deployed through additional financial mechanisms and approaches.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>3 countries</b> have included community health costs into the UHC, primary health and global health security policies.</li> <li>• <b>US \$15 million</b> secured on domestic budgets from Ministry of Finance and from in country stakeholders.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>3000 new and diverse stakeholders</b> upskilled on health financing <b>1</b> publication that Codifies implementation of AFF into a white paper.</li> </ul>

Highlights of Key Activities

### 4 THE PEOPLE: the partnerships and collaborations

- Develop global goods such as roadmaps for community health financing sustainability
- Refining and harmonizing the investment case language for diverse stakeholders

### IMPACT METRICS

INCREASED ECOSYSTEM COLLABORATION

- Additional funding mobilized for CH systems.
- Increase in number of frontline health workers institutionalized.
- Increased number of governments institutionalizing CHW compensation in budgets and policies.
- Increase in Antenatal care (ANC) visits - 4th Visit & Increased skilled birth attendants.
- Increased number of fully immunized children.

### IMPLICATIONS

- Develop responsive/ flexible/ expanded service packages into the PHC and health financing space.
- Forge new strategic partnerships.
- Refine and communicate FAH's story and impact consistently, concisely and comprehensively.
- Expand and diversify FAH team's skill sets.
- Entrench programmatic, operational and financial resilience and sustainability within FAH entities.

### RESOURCES NEEDED

- Staff requirements  
**35-50 permanent staff**
- Partnerships required  
**Governments, bi-lateral & multi-lateral organizations, implementing agencies, funders, and more**
- **US\$ 5.5 -7 Million** per year