

Financing Alliance
for Health

Scaling & Strengthening Community Health Systems



2023 Impact Report



Feedback from FAH Governance

“ As the baseline year of our expanded mission within our 2023 -2027 strategy, co-creating the possibilities and strengthening the foundation of FAH's forever endeavour has been exhilarating. Through the expanded primary healthcare service packages, to new country governments supported, the financial resources mobilized have been pivotal in real and meaningful health, economic and social impact at individual, community and country level. Beyond numbers on budgets, it's about smiling frontline health workers who are salaried, supported and supplied, it's about healthy children living to their full potential with healthy caregivers that are driving the development of our continent. Financing is a crucial means to integrated, optimized, resilient primary health systems and we remain committed to the journey of universal health coverage.”

“ If we have learned nothing else since the world woke up to the COVID pandemic four years ago, it is that health system resilience at the community level is critical to not just the physical well-being of societies, but to their economic prosperity as well. The Financing Alliance for Health is leading the effort to make such systems a reality throughout the African continent.

“ Good financing remains the biggest roadblock for scale-up and on-going impact of community health systems. Across its different levels of work - globally, regionally and locally - FAH is making great strides to unlock financing and challenge the status quo of how health systems are funded. It's great to see the number of growing partners that are joining this journey.

“ It has been another remarkable year for the team at FAH. The partnerships and funding secured in 2023 have created an exciting inflexion point for the organisation - there is a tangible sense of progress and momentum, and the focus on integrated health systems from the community level up has never been more important. With each passing year, the role FAH is playing in the global ecosystem is growing, and whilst celebrating the achievements to date, I am incredibly excited to see what the team will achieve in 2024 and beyond.



Dr. Angela Gichaga
President & Chief Executive Officer



Victoria Goodfellow
Board Chair



Phyllis Heydt
Co-founder & Board
Vice-chair



Dr. Daniel Palazuelos



John Simon



Dr. Amit Chandra



Varsay Sirleaf



Who we are

Financing Alliance for Health (FAH) is an Africa-based, African-led and Africa-focused entity that convenes governments, funders, philanthropy, private-sector and communities to address systemic financing challenges to scaling community health systems for delivery of integrated primary healthcare services through country, regional and global partnerships.

FAH believes that financing is a key lever in driving greater integration of health services. We strengthen health services by scaling up and integrating financing for community health, primary health care, global health security and universal health coverage.



Dr. Angela Gichaga (CEO, FAH), Dorothy Mwengei (FAH), H.E Mutula Kilonzo Jr. CBS, (Governor - Makueni County) & other CH leaders during a courtesy call to the County Government.

Our Vision

Mobilize financing to improve health for all.

Our Mission

We partner with governments on all steps of financing to strengthen and sustain community health systems and integrate primary health care to attain universal health coverage (UHC).

Our Value Proposition

Mobilize US \$1 Billion of finance to integrate and scale community health into health sector strategic plans, primary health, global health security to advance universal health coverage.



Feedback from our main clients - the Governments

“ The Financing Alliance for Health (FAH) has proven to be an invaluable partner to the Laikipia Sub-national Government, particularly in advancing Community Health Services programs. FAH has been committed and instrumental in crafting a strategic plan that aligns with our governmental priorities. I am pleased to announce that the plan has been successfully launched, with tangible benefits already evident within the community health workforce.

Joyce Mueni, Laikipia East Sub County Community Health Strategy Coordinator.



“ Discussing community health matters in a broader range from maternal health to family planning, enhanced my understanding of the role each of these components play in the wider primary & community health ecosystem. Projecting the targets of each intervention using spectrum analysis was very beneficial.

Mercy K. Moyo, MoH, Zambia



“ The County, in collaboration with the Financing Alliance for Health (FAH), has developed a Community Health Policy aimed at enhancing governance structures within community health units. The policy ensures the establishment of essential departments and structures to support these units. Consequently, community health units have been set up with requisite offices, including oversight by community health committees. Additionally, the policy addresses gaps in volunteer distribution, ensuring broader coverage. It also promotes sustainability by providing stipends to motivate community health volunteers.

Dr. Stephen Ndolo, Chief Officer, Health, Makueni Sub-national Government.



“ Engaging with FAH benefited me a lot especially on how to develop a Resource Mobilization Plan that includes incorporating relevant key stakeholders (Valuing of Partnerships and collaborations), Partnership Development Cycle, Engaging the Private Sector, Working with Regional and National Partners and all the needed Financing mechanisms.

Webby Mwamulela, MoH, Zambia



“ The Nakuru County Community Health Strategy, developed in partnership with the Financing Alliance for Health (FAH), is a vital milestone in shaping community health services. It offers a clear roadmap, outlining strategic objectives and actionable plans to enhance healthcare delivery. This strategy aims to optimize resources, foster collaboration, and effectively address the health needs of the people of Nakuru County.

Rita Ocholla, Community Health Strategy Coordinator, Nakuru Sub-national Government.



“ I need all of you to go out of your way for our community health promoters (CHPs), who go above and beyond to contribute to our impressive improvement in health indicators. They have changed the lives of the people of Makueni: how are we changing their lives?... delayed payments of community health promoters is not just statistics to me. They are human beings, Mwende and Muthama... we have a relationship and a responsibility.

His Excellency Mutula Kilonzo Jnr, Governor of Makueni County



Dr. Joseph Maina Kiragu
County Executive Committee Member,
Department of Medical Services and
Health Services, Nyeri County.



FAH staff & Makueni County Government health officials during an experiential philanthropy visit.

“ I have benefited a great deal in my personal capacity but more importantly my team at my department will be able to learn from me when I share the knowledge I have gathered here. It will also make us a more robust and knowledgeable advocacy team for community health programs

Nason Daka, MoH, Zambia.



Rooted in four strategic pillars

Our impact model is rooted in the 4 strategic pillars of our 2023 – 2027 Community health systems strengthening strategy for scale and sustainability. This model seeks to keep us accountable to the impact we are having around **the money, the policies, the skills** and **the people**.

By how much are we increasing the amount, mix and alignment of community health funding to reduce the annual \$4.4 Billion funding gap in Sub-Saharan Africa?

Target:

- \$400M total directed by the Africa Frontline First (AFF) towards Community Health (CH).
- \$20M deployed through blended finance products, debt conversion agreements) & leveraging private sector/new pipeline/ risk pooling.

How are we positioning FAH as the go-to expert on primary and community health financing across Africa?

Target:

- 3,000 new and diverse stakeholders upskilled on health financing.
- 1 publication that Codifies implementation of the Africa Frontline First (AFF) into a white paper.



How are we demonstrating practical paths to achieving sustainable primary and community health financing?

Target:

- 3 countries have included community health costs into the Universal Health Coverage (UHC), primary health and global health security policies.
- \$15 million secured on domestic budgets from Ministry of Finance and from in country stakeholders.

How are we embracing our role as ecosystem convenors?

Target:

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



The Money

2023 - 2027 TARGET

\$400M total directed by AFF towards CH.

PROGRESS



\$100M

by Africa Frontline First (AFF) mobilized towards community health.

ACHIEVEMENT

+25%

progress toward the strategy goal.



12

governments utilizing FAH financing mechanisms, through the Building Integrated Readiness for Community Health (BIRCH)¹ project & Africa Frontline First – Catalytic Fund².



\$233M

Global Fund Community Health investments secured from providing Technical Assistance across 11 BIRCH countries, out of which

\$46.06M

was secured in Zambia & Senegal with FAH as the implementing partner.

¹Project BIRCH - see page 7 for more information.
²African Frontline First (AFF) is a collaborative initiative that supports the financing and strengthening of integrated and sustainable community health service delivery to achieve health for all. Through unique partnerships between governments, donors, implementers, and technical allies, AFF will institutionalize and scale 200,000 professionalized community health workers (CHWs) across 10 African countries by 2030.

The Policies

2023 - 2027 TARGET

\$15 Million secured on domestic budget lines.

PROGRESS



\$7.5M

FY 23/24 Community Health Domestic Budgetary Allocations in 6 Kenyan sub-national governments (Laikipia, Nairobi, Tharaka, Nakuru, Makueni & Nyeri).

ACHIEVEMENT

50%

progress towards the strategy goal.

11%

increase in financial year (FY) 22/23 Community Health Domestic Budgetary Allocations in 6 Kenyan sub-national governments (Laikipia, Tharaka Nithi, Makueni, Nairobi, Nyeri & Nakuru).



144,620

Community Health Workers (CHWs) recognized in policy and programs in Kenya, Zambia & Senegal.



19,604 (234%)

increase Community Health Workers (CHWs) recognized and receiving stipends in 6 Kenyan counties (Laikipia, Nairobi, Tharaka, Nakuru, Makueni & Nyeri).

2

Community Health Strategies &

2

Community Health Investment Cases co-developed and used to advocate for community health policy wins and budget lines.



12

governments engaged across Kenya (6 sub-national level governments), Zambia, Senegal, Mali, Ethiopia, Central Africa Republic (CAR), and Sierra Leone in co-developing different and changing financing sources that empower them to steward their local health systems to reach scale and sustainability.

The Skills

2023 - 2027 TARGET

3,000 new and diverse stakeholders upskilled on health financing.

PROGRESS



+200

new and diverse stakeholders upskilled on health financing.

ACHIEVEMENT

7%

progress towards the strategic goal



+200

Community health leaders in Health and Finance Sectors capacity built on domestic resource mobilization.

105

Financing Community Health Programs for Scale and Sustainability course enrollees from across +90 countries equipped with the tools they need to build robust and sustainable community health programs.

The People

2023 - 2027 TARGET

4 new strategic partnerships secured to advance on Primary Health Care (PHC), Universal Health Coverage (UHC), Global Health Security (GHS), Human Resources (HR) for health agendas.

PROGRESS



5

new strategic partnerships secured to advance on PHC, UHC, GHS and HR for health agendas.

ACHIEVEMENT

125%

progress towards the strategy goal.

5 new champions participating in high-level activities or initiatives.

PROGRESS



3

new champions participating in high-level activities or initiatives.

ACHIEVEMENT

60%

progress towards the strategy goal.

+30

CHW articles, blogs published elevating the voices of CHWs to a global stage.

BILL & MELINDA GATES foundation



RMNCH Donor



3

strategic multi-year funding partnerships established.

rippleworks



2

strategic non-funding partnerships established.



Strategic Pillars Impact Deep dive

Our work seeks to advance resource mobilization for community health, create economic opportunities, and improve health service access.

We measure performance through programmatic targets, utilizing quantitative and qualitative data to assess our progress, impact, and contributions to the broader ecosystem.



Influencing visibility, harmonization and alignment of financing for at scale Community Health Systems.

Skoll World Forum 2023

Under this pillar, FAH seeks to influence the **top-down global funding flows, mechanisms, and approaches** with the aim of **increasing the amount, mix and alignment** of community health funding to reduce the annual \$4.4 Billion funding gap in Sub-Saharan Africa. One of the ways we are exploring this is through our 'big bet' the [Africa Frontline First Initiative](#).

This year, we have advanced or work through the Building Integrated Readiness for Community Health (BIRCH) project.



AFF donors, partners & other ecosystem players during an AFF roundtable meeting on Advancing Community Health held convened by Africa CDC and the Africa Frontline First at the 2023 Skoll World Forum.

Reaching the Last Mile Forum 2023

The Global Fund announced funding of **US\$900 million** for the next **3 years, 74%** of which will be invested in African countries.

“Community health workers play a crucial role in enhancing prevention, detection, and response to outbreaks, as well as maintaining HIV, TB and malaria services for rural and hard-to-reach populations. Our increased commitment to supporting them is key to continue building resilient and sustainable systems for health and saving lives.

Peter Sands, Executive Director of the Global Fund.

Partners committed to collective and coordinated investments and affirmed governments' leadership role in setting health priorities.

“Throughout my life, and especially as president of Liberia, I have seen the destructive darkness that disease outbreaks can bring to a country. I have also witnessed the reviving light that community health workers can bring to a devastated nation. Today's commitment represents a strong step forward in our journey to inspire hope, save lives and bring health to all.

H.E. Ellen Johnson Sirleaf, Former President of Liberia



AFF leadership & donor community during the 2023 RLM Forum in Dubai.





Project BIRCH highlight

Project BIRCH is a targeted funding stream from Global Fund's COVID-19 BIRCH Progress by Intervention Area response mechanism (C19RM) which aimed to support 11 sub-Saharan Africa countries to strengthen their grant requests to access expanded financing for their community health priorities. The initiative also sought to provide regional convening, learning, and advocacy opportunities in partnership with Africa CDC, Enda Sante, and others. Additionally, Project BIRCH aimed to optimize the absorption and utilization of the \$100M Africa Frontline First Catalytic Funding.

BIRCH Progress by Intervention Area

Technical Assistance for Global Fund's Grant Cycle 7 (GC7) & Covid-19 Response Mechanism (C19RM)

A



\$7M

successfully unlocked from Global Fund for technical assistance to BIRCH countries to strengthen their grant requests to access expanded financing for their community health priorities.



\$233M

successfully unlocked from GC7 through BIRCH's support to 11 countries to assist in strengthening community health workers' system.

ROI: 33.29

{233÷7=33.29}

B

Matching Funds

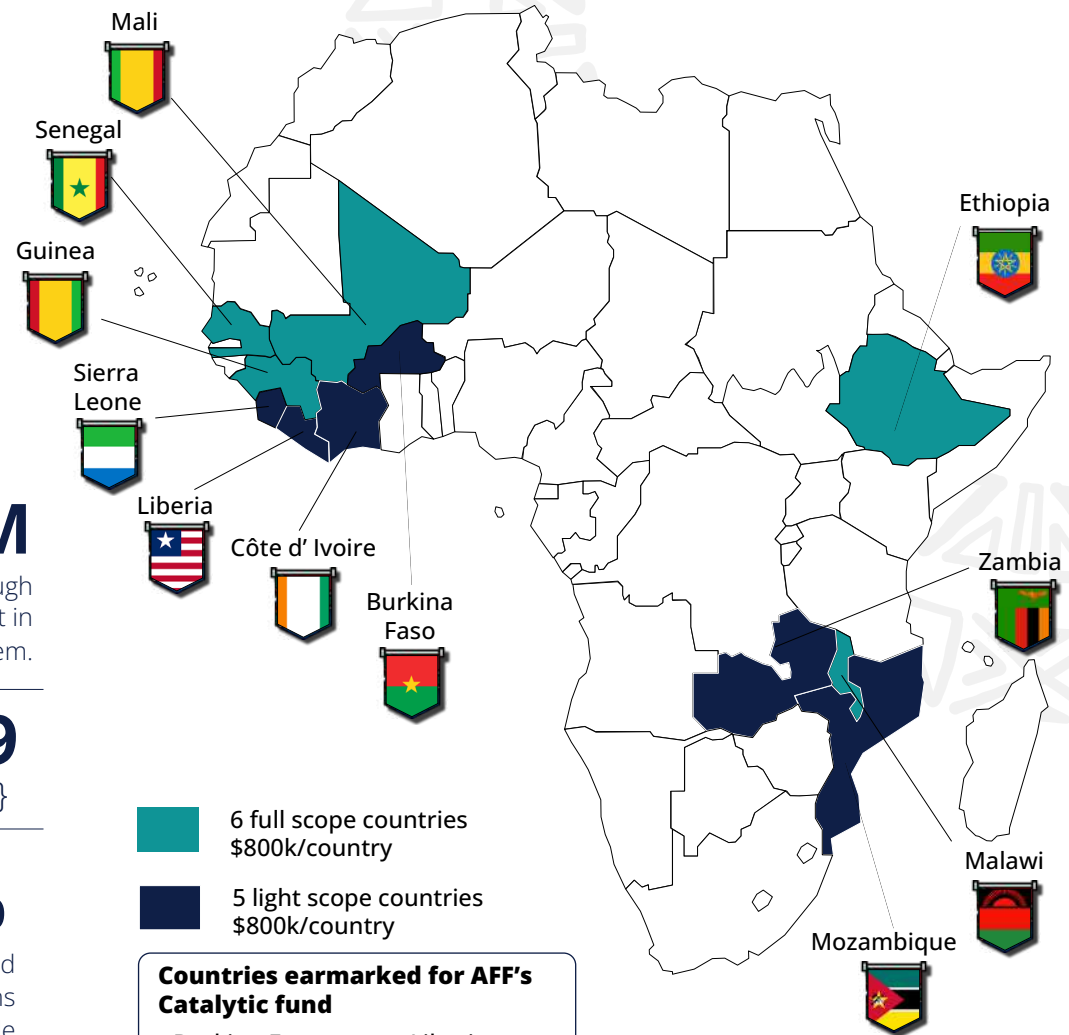
The money from Global Fund had to be matched by in country commitments. The goal was to unlock additional



\$85M

100%

in matching funds unlocked by all 8 Community Systems and Responses (CS&R) eligible countries.





ii Community health systems strengthening

In collaboration with Ministry of Health, BIRCH is implementing activities geared towards strengthening community health systems in:



- BIRCH team supported strategic systems strengthening interventions around critical themes including:
 - » **strengthening the policy framework**, including the evaluation of the strategy
 - » **digitalization of the community health information system**, including support for the deployment of the electronic Community-Based Information System (eCBIS)
 - » **strengthening the management and supervision of CHWs** by improving the quality of the CHW master list and supporting monthly CHW performance review sessions

FAH as a BIRCH implementing partner

Under Project BIRCH, FAH was selected as the implementing partner for:



In these countries, FAH played a pivotal role in augmenting the **magnitude, composition, and congruence** of their community health funding, with the overarching goal of **mitigating funding deficits** within their community health systems.

\$46.06M
Global Fund Community Health investments secured in Zambia & Senegal with FAH as the implementing partner.

iii Regional learning agenda

- » Supported the launch of the [Africa CDC Continental Coordination Mechanism](#) which aims to strengthen coordination of community health on the continent.
- » Fostered **south-to-south learning** across and beyond BIRCH countries, particularly on sustainable health financing with the aim of empowering countries to design sustainable and integrated community health systems.
- » Mobilized **political support and prioritization** for community health through Sierra Leone Joint Country Support Capacity plan.



Building bottom-up policies and securing domestic on budget resources

Under this pillar, FAH seeks to **empower governments** to take charge of their healthcare needs while leveraging their own resources as a critical approach to improving healthcare **accessibility** and **sustainability**. Building bottom-up policies and utilizing domestic resources in primary and community health financing promotes **local ownership, addresses specific healthcare needs**, and contributes to the overall improvement of **healthcare accessibility and quality**. It is a holistic approach that fosters self-reliance and empowers governments to take control of their health systems.


In 2023, FAH maintained its laser focus and commitment to assisting **6 sub-national governments** (County Governments) in Kenya in the process of integrating and expanding community health initiatives within their **strategic healthcare plans** and **investment cases**. This strategic lens aims at furthering the objectives of universal health coverage across the governments of our support.



Lucy Gathoni (FAH) flanked by Tharaka Nithi County staff members during the launch of the County's Investment Case.

2023 PROGRESS









2023 - 2027 TARGET

Target	Engagement of 1 new country with continued support to our existing countries.
Achievement	 Expansion into 4 new countries, deepened support in 3 countries.

2023 - 2027 TARGET

Target	3 new governments with costed CH strategies and policies.
Achievement	 2 sub-national governments have included community health costs into their Universal Health Care (UHC), Primary Health and Global Health Security (GHS) policies.

2023 - 2027 TARGET

Target	US \$15 million secured on domestic budget lines.	
Achievement	 \$7.5M +11% secured on domestic budgets from Ministry of Finance and from in country stakeholders to be used in paying stipends for the over 19,000 CHWs of between (\$20 - \$50 per month), training, equipping, and motivating them to continue contributing to positive health outcomes.	Increase in domestic budgetary allocations to Community Health
Amounts mobilized towards community health systems strengthening:		
	Nairobi County \$2.05M	
	Laikipia County \$0.25M	
	Makueni County \$0.33M	
	Tharaka Nithi County \$1.07M	Total = \$7.5M

2023 - 2027 TARGET

Target	500,000 new CHWs recognized in policies and programs.
Achievement	 144,620 CHWs recognized in policy and programs in Kenya, Zambia & Senegal.

2023 - 2027 TARGET

Target	5 new Investment cases (ICs) developed.
Achievement	 2 new Investment cases developed for Nairobi & Tharaka Nithi.



Under this pillar, FAH seeks to position itself as the **go-to expert** on **primary** and **community health financing** across Africa.



40+

participants engaged in Sierra Leone in identifying priorities and providing actionable support for implementing the National Community Health Workers program under a unified framework.



South Sudan joint capacity support plan for community health led by Africa CDC and community health partners including AFF.



50+

participants engaged in partnership with the Africa CDC in developing a comprehensive capacity support plan for South Sudan's community health program.



60+

representatives from Ministries of Health and implementing partners from the 11 BIRCH countries engaged in cross-country learning.



~500

community health leaders capacity built through in person capacity building sessions.



89%

of workshop participants in Zambia expressed that they had improved their skills in identification and designing of financing mechanisms e.g., Project BIRCH, AFF etc.

Fellowship Programme: The program aims to enhance Africa's health financing capabilities by providing fellows with in-country exposure, pairing them with FAH team members for collaborative content delivery across various scopes of work, and offering two to three intensive training boot camps to impart knowledge and skills relevant to the public and private sectors.



7

2023 Total number of fellows



Through driving meaningful partnerships and collaborations, FAH aspires to consistently embrace its role as **ecosystem convenors** in the **realm of primary & community health**. By actively fostering alliances with governments, non-governmental organizations, funders, and other stakeholders, FAH not only amplifies its impact but also **serves as a central hub for knowledge exchange and collective problem-solving**.



L-R: Dr. Angela Gichaga (President & CEO FAH), Marla Blow (President & Chief Operating Officer, Skoll Foundation), Liz Diebold (Managing Director: Investments, Skoll Foundation), Anthony Gitau (Director Global Community Impact Sub Sahara Africa, Johnson & Johnson Foundation) during an experiential philanthropy visit to Makeni County.



Exciting new partnerships & Expansion into new countries

Aligned with the Partnerships Principle of our 2023-2025 strategy, FAH achieved a significant milestone by securing three strategic funding partnerships with donors to expand work in the Reproductive, Maternal, Newborn, and Child Health (RMNCH) sector, ensure gender responsiveness, and support overall implementation through unrestricted funding.

These partnerships align with our Scale & Growth Principle, contributing to FAH's strategic scaling by emphasizing the deepening of existing national-level growth and expanding our footprint into new territories such as Central African Republic (CAR), Sierra Leone, Ethiopia, and Mali, while deepening our support in Zambia and Senegal.

Ultimately, these three partnerships play a crucial role in advancing our Sustainability Principle by diversifying fundraising avenues, exploring opportunities, and investing in organizational capacity and a robust leadership team to ensure long-term sustainability.

5 new partnerships			
6 new countries	Zambia 	Senegal 	Central African Republic (CAR)
	Sierra Leone 	Ethiopia 	Mali

“Getting the opportunity to see the CHPs in action in the field, and how they plug back into the formal PHC system, is something I’m so thankful for. It provided me with an excellent context for the conditions in which Community Health Practitioners (CHPs) and Community Health Workers (CHWs) work, understanding their roles and how they fit within the communities they serve. It will be important for us from the foundation side to keep this context in mind as we begin our work together on AFF.”

Bill & Melinda Gates Foundation

“ELMA is proud to be a funding partner to Financing Alliance for Health and their efforts to ensure that communities across Africa are served by a financially sustainable community health workforce. FAH’s leadership and mission continue to inspire not just us but the entire field. We are thrilled to see momentum building across multiple partners, stakeholders, and institutional donors in support of the power and potential of well-trained and properly supported community healthworkers.”

Tom McPartland, CEO, ELMA Philanthropies

“We are excited about this new partnership and look forward to working closely with FAH to deliver on such an important commitment to increase primary care financing and improve sexual and reproductive health services in Africa Region.”

Reproductive, Maternal, Newborn, and Child Health (RMNCH) Donor

“We are impressed with your tremendous achievements and on behalf of the Schwab Foundation Board, we extend our sincere congratulations.”

Schwab Foundation for Social Entrepreneurship, World Economic Forum



The TEAM

FAH is a “locally rooted and globally connected” organization filled with proximate leaders that reflect the population they serve; predominantly young, African and/or female. Over the years, we have added new and diverse voices to the team in order to create an ever more dynamic organization.

The board



The team



Our PARTNERS



LGT Venture Philanthropy



UBS

Johnson & Johnson

FOUNDATION



BILL & MELINDA
GATES *foundation*

The Horace W. Goldsmith
Foundation



Foundation



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