

AMP Health Annual Report 2019



THE ASPEN INSTITUTE
AMP HEALTH

Director's Note

On behalf of the entire AMP Health team, I am very pleased to share our 2019 Annual Report with you. The past year has been a momentous one for us, including approval by the AMP Health Board in February 2019 of a new 5-year strategy, the activation of our Johannesburg hub in August with the placement of Kiribakka Tendo as Deputy Director for Country Support, the elaboration of our Sustainability Phase for countries that have concluded a Foundation Phase of support, the inaugural meeting in September of the High-Level Council on Leadership & Management for Development, and the development and launch of a new monitoring, evaluation, and learning framework in November. We are grateful to our Ministry of Health partners, to our funders, to the AMP Health Board, and to our many other partners for the unwavering support that is the foundation of our continued success.

We are currently training more than 85 people across seven program teams in four countries, and the demand for new AMP Health partnerships, both in countries where we are already working and in new geographies, is steadily growing. In January 2020, we brought representatives of all of our partner teams and the AMP Health Management Partners together for our annual Leadership Lab. This year, we focused on Embracing Change, a topic that seems to have become even more important over recent weeks. It was, honestly, one of the highlights of my career. Being in a room of 50 people from across the seven AMP Health supported programs and feeling their energy, enthusiasm, and hunger to learn was truly inspiring. The commitment was so complete that I saw no one use a mobile phone during any of the sessions during the four days we were together – a rare thing these days!

While leadership and management skills are always useful and important, they are absolutely critical during crises and emergencies. As the world faces the threat of COVID-19, the worst pandemic in more than 100 years, we recognize that the Ministries of Health with which we partner will face enormous and potentially unprecedented strains. We are committed to remaining engaged with our Ministry of Health partners and to supporting them as they continue to develop and hone their leadership and management skills to help deliver not only on the goals of Primary Health Care, Universal Health Coverage, and the Health-related SDGs, but also to navigate with wisdom and calm through the stormy waters that lie ahead for all of us in the near future.

– Dr. Robert Newman, Director, AMP Health

November 2015

A diverse group of partners: Ministries of Health (MoH), public & private sector partners, and NGOs join together to found the Aspen Management Partnership for Health (AMP Health), with focus on Community Health Systems Strengthening

July 2016

AMP Health partners with MoH in Malawi

April 2016

AMP Health partners with MoH in Kenya

October 2016

AMP Health partners with MoH in Sierra Leone

October 2017

AMP Health expands to Expanded Programme on Immunisation (EPI)

June 2018

AMP Health partners with MoH in Zambia

November 2018

AMP Health partners with Ghana Health Service & MoH in Ghana

February 2019

AMP Health launches new [strategy](#)

April 2020

AMP Health launches Annual Report. Follow along as we share our 2019 achievements!

What Makes AMP Health Unique?

We work with **whole teams** to build individual capabilities, increase team effectiveness, and strengthen institutional capacity.

We focus on **leadership & management**, believing that both are necessary to have a lasting impact.

We are **demand-driven**, and only work where governments ask to partner with us.

We provide **long-term support**, knowing that lasting behavior change takes time.

We help countries to set and advance **their** agendas by building and supporting capable teams.

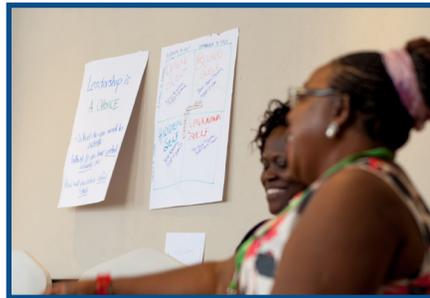
We are hosted at the Aspen Institute with a hub in Johannesburg, allowing us to leverage **convening power** to bring people together and help change the global conversation around sustainable development.

“Over the course of our partnership with AMP Health, the Malawi Community Health team has shifted from dreaming in colour to truly living in colour. We are currently implementing our first ever National Community Health Strategy, and I am proud to work with such a great and dedicated team that continues tirelessly to move forward our community health agenda.”

– Doreen Ali, Deputy Director, Community Health Services Section, Malawi Ministry of Health

AMP Health Strategic Goal 1

Build Capacity: Develop L&M capabilities in partnership with governments through a customized in-country approach leveraging embedded management partners



After the placement of the **Management Partner (MP)** in the Zambia Community Health Unit (CHU), one of the team's key priorities was to review their National Community Health Strategy. This document had originally been developed by an external consultant and turned out to be impractical. It lacked a detailed activity plan, was not costed, and contradicted other strategy documents. The MP assisted the team to re-imagine and redevelop this strategy by:

Analyzing key strategy documents: The MP facilitated an exercise in which the team mapped the different strategies and objectives for community health set out in other key documents. This included developing a visual map to illustrate the overlaps and key differences between these guiding documents.

Developing a framework: The MP worked with the team to develop a framework for reviewing the community health strategy, drawing on the WHO's health systems building blocks approach.

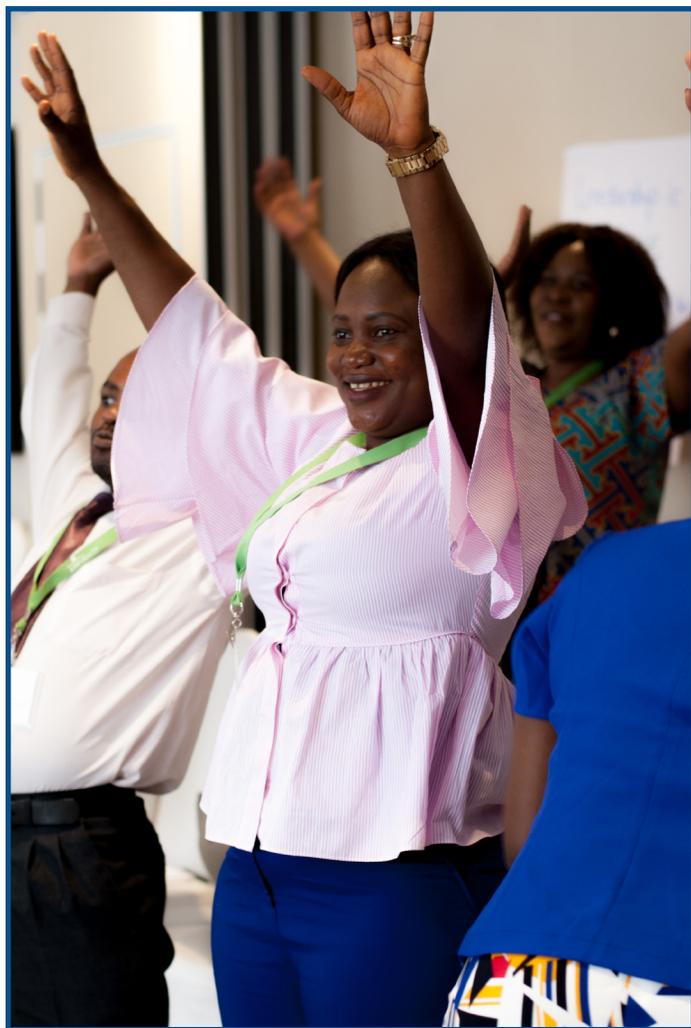
Refining the strategy: The MP worked with the CHU team to develop and execute a clearly thought-out process for reviewing and refining the community health strategy. This process included extensive consultation with Ministry of Health stakeholders as well as donors and implementing partners.

Exploring values and guiding principles: The MP facilitated a session in which the team developed and agreed to adhere to a set of values and guiding principles.

Developing a one-page summary strategy: The MP supported the team to conceptualize a summary reference document for partners and community health stakeholders.

The revised National Community Health Strategy was approved by the Minister of Health in October 2019.

Build Capacity: Develop L&M capabilities in partnership with governments through a customized in-country approach leveraging embedded management partners



Learning days, which were pioneered with the Sierra Leone team, continue to play an important role in supporting the Community Health Worker (CHW) Hub in the Directorate of Primary Health Care as the team transitions to a Sustainability Phase. During the Foundation Phase, the CHW Hub and MP held highly successful team offsite learning days, which focused on topics like:

Reinforcing purpose, mission, and vision: The team reflected upon why the national CHW Program exists, the goals of the CHW Hub, and its mandate.

Reflecting on success and challenges: The team celebrated its achievements in line with its work plan and jointly brainstormed challenges and their causes, evolution, and associated opportunities.

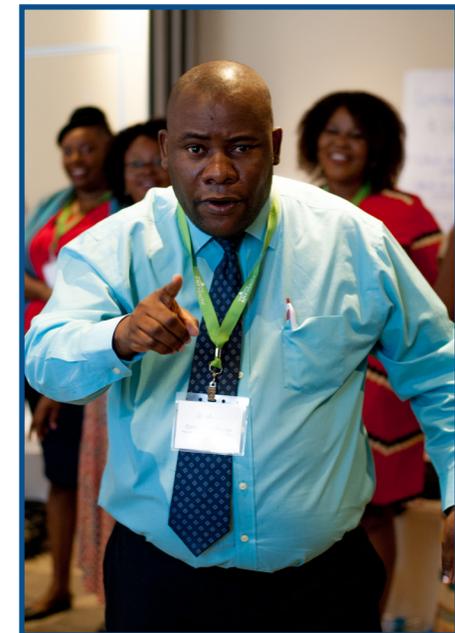
Determining the way forward: The team weighed its strengths and weaknesses and agreed to both individual and team action steps to become more productive and efficient.

The CHW Hub transitioned to the Sustainability Phase in August 2019 and held an in-country session led by AMP Health's Chief Learning Officer, Klara Michal, and Deputy Director, Country Support, Kiribakka Tendo, in October 2019. The session was structured as a live coaching session during which Klara and Tendo guided the team through its most pressing challenges at the time, which included unexpected changes in its leadership and that of the Ministry of Health & Sanitation in Sierra Leone.

Build Capacity: Develop L&M capabilities in partnership with governments through a customized in-country approach leveraging embedded management partners

One of AMP Health's key learning interventions is **one-on-one and group coaching**. The Malawi Community Health team utilized group coaching to prepare for a challenging upcoming meeting with a potential partner. The team was concerned that they would struggle to get buy-in for Malawi-specific priorities from the partner, and chose this as an opportunity to practice their leadership and management skills. The team worked closely with their coach during their in-country training session to role-play the upcoming meeting. In this activity they practiced skills around communication, influencing without authority, stakeholder management, and having courageous conversations.

The team held the planned meeting a week after this group coaching session, and found it resoundingly successful. The team was so convincing that the partner adjusted their proposal based on the team's recommendations multiple times during the meeting. Ultimately, this meeting contributed to building a stronger, more trusting, and more collaborative relationship with the partner.



Build Capacity: Develop L&M capabilities in partnership with governments through a customized in-country approach leveraging embedded management partners



In January 2020, AMP Health hosted its sixth **Leadership Lab** in Livingstone, Zambia. Leadership Lab is an annual convening that brings together all AMP Health partner programs for intensive and immersive leadership & management training and best-practice sharing across countries and teams.

This Lab brought together 50 people from seven different government health program teams in Ghana, Malawi, Sierra Leone, and Zambia, along with AMP Health staff and partners, for four days of learning, skill building, and collaboration. The theme was “Embracing Change,” a topic that all teams had identified as a priority area. The issue of managing change is essential if these teams are to capitalize on the innovations and investments that are flowing into health programs as governments look for ways to accelerate achievement of the Astana Declaration on Primary Health Care and Universal Health Coverage.

A highlight of Lab was the introduction of “Change Buddies” who worked together throughout the week to practice and digest the change model presented. Each pairing was purposefully arranged to have people in similar roles and with similar challenges working together, while encouraging continuous knowledge sharing across countries. Coming out of Leadership Lab, each buddy pair set a date within the month for their first post-Lab check-in.



Build Capacity: Develop L&M capabilities in partnership with governments through a customized in-country approach leveraging embedded management partners



AMP Health provides targeted support to teams on specific challenges identified as **Focus Workstreams**. The Malawi EPI team, in an effort to reduce the incidence of cervical cancer, decided to focus on improving new vaccine introductions using the upcoming HPV vaccine introduction as a test case. The MP supported the team to:

- Apply effective communication techniques with busy stakeholders
- Engage in difficult conversations with various stakeholders to ensure strategic alignment
- Create and adhere to a timeline of milestones
- Prioritize using tools like the urgent/important matrix

As a result of better L&M skills applied to the focus workstream, the Malawi EPI team has:

- Transitioned to having more productive in-person meetings with potential funders instead of relying on emails
- Improved internal coordination and delegation, resulting in improved teamwork and load-balancing among team members.
- Used lessons from previous vaccine introductions to prioritize activities and minimize disruptions to new vaccine introductions, thus streamlining the HPV vaccine introduction.

Ultimately, the team successfully vaccinated 9- and 10-year-old girls with both the 1st and 2nd doses of the HPV vaccine and concurrently conducted a post-introduction evaluation. Most activities were conducted on time and as planned, including monthly task force meetings where activity tracking and implementation was tracked. Because of better planning and management, additional funding was secured to expand vaccine coverage.

AMP Health Strategic Goal 2

Share Knowledge: Facilitate the capture and sharing of best practices within and among countries and diverse stakeholders



The Policy, Planning, Monitoring, and Evaluation Division of the Ghana Health Service (GHS), under the leadership of Dr. Koku Awoonor-Williams and in collaboration with AMP Health, has catalyzed a **Leadership & Management Community of Practice (CoP)** in Ghana. This CoP aims to accelerate Ghana's health trajectory by changing the conversation about the role of values-based leadership and management at all levels of the health sector. It brings together established and emerging leaders to learn, collaborate, and support one another's leadership journeys.

The CoP was launched on 28 November 2019 with a breakfast gathering of 40 stakeholders from the public and private sectors as well as civil society. The meeting inspired thought-provoking discussions around the practice of different leadership styles. Thought leaders from the World Bank and the Ghana Institute of Management and Public Administration expanded on the concepts of focused and humble leadership, and the conversation highlighted the importance of disciplined, self-aware leadership in service of others. There was a robust discussion on local models of leadership and how they compare to others leadership styles and the importance of understanding and navigating local contexts in order to most effectively lead their teams.

Participants indicated that values such as integrity, action, and focus should guide the CoP, and that a multi-sectoral approach would be most impactful. The attendees also encouraged a focus on peer coaching and creating a safe space for young people in the CoP. We are optimistic that through a collaborative and disciplined approach, the CoP will contribute to transforming Ghana's health sector.

For more information on country-specific AMP Health partnerships, please check out our country profiles [here](#).

AMP Health Strategic Goal 3

Generate Evidence: Catalyze standardization of measurement of L&M capacity building and contribute to the global evidence base

AMP Health's **Monitoring, Evaluation, and Learning (MEL) Framework** is built around five key components



Individual's development of leadership and management capabilities



Regular measurement of **team effectiveness**



Scorecard of **leadership and management best practices, tools, and processes** used by high-functioning teams



Track and describe **concurrent health system evolution**



Qualitative measurement of the **return on expectations** of leadership and management journey

Component 5 of AMP Health's new MEL framework is a survey tool designed to assess participants' and senior ministry officials' "return on expectations" of the Leadership & Management journeys undertaken. Here are a few examples of the rich feedback on the AMP Health partnerships:

"AMP Health's support has made a big impact on how we see our jobs. Public Health is not only about the technical aspects of health service delivery. It is also about the attitude and behavioral changes that must happen in order to make a real and lasting impact." – **Hawanatu Kamara, Community Health Team, Sierra Leone**

"There is no doubt that AMP Health's partnership is contributing to public health in Ghana. The core of our work is the delivery of Primary Health Care in the country, and the development of leadership has a direct impact on that." – **Dr. Koku Awoonor-Williams, Director, Policy, Planning, Monitoring and Evaluation Division, Ghana Health Service**

"One thing I appreciate about the AMP Health partnership is that it is focused on supporting teams, and making sure they are able to work together as a collective force." – **Dr. Andrew Silumesii, Director of Public Health, MoH, Zambia**

Generate Evidence: Catalyze standardization of measurement of L&M capacity building and contribute to the global evidence base

AMP Health's partnerships have supported concurrent Health Systems Strengthening

Initial data coming out of our MEL Framework tools is compelling:

100% of respondents reporting that the AMP Health Leadership & Management (L&M) Program is **helping their teams**.

98% of respondents reporting improvements in their **individual L&M skills**.

100% of respondents reporting that L&M training has improved their ability to make a **significant contribution to their team**.

95% of respondents reporting that L&M training is improving their ability to make **significant contributions to public health in the country**.

89% of respondents report that their **teams have become more effective**.

Data Source: AMP Health MEL reporting from country teams, MoH leadership, and other key stakeholders from Ghana, Sierra Leone, and Zambia

In Malawi, the Community Health Reporting Tool, launched at the end of 2018 following consultation and feedback from District Community Health Coordinators (DCHCs), was designed by the Community Health Services Section (CHSS) team with mentoring, coaching, and support from their MP. The tool was then sent to the districts to be completed by DCHCs. By February 2019, all 29 districts had submitted their reports allowing the CHSS to aggregate them into a national database, providing insights into the CH system. The data have been used for: allocating HSA supplies and bicycles; identifying training needs; providing CH data for the President's Health Situation Room; integration into the Government District Implementation Planning process; and contributing to the Global Financing Facility investment case.

AMP Health supports teams in ministries of health to strengthen their leadership and management capabilities, which in turn increases the capacity of the health system in which teams operate. This takes many forms, dependent upon the context, but can lead to real outcomes, as seen in the example from Malawi above.

Generate Evidence: Catalyze standardization of measurement of L&M capacity building and contribute to the global evidence base

AMP Health's partnerships have supported concurrent Health Systems Strengthening



The **AMP Health L&M Catalytic Country Fund** is a modest discretionary fund available to the community health teams that it supports. This fund is designed to accelerate and support the implementation of priority activities that advance the leadership and management capacity of the partner program and to provide catalytic support that can assist teams in unlocking other resources.

When the Zambia Community Health Unit was preparing its Community Health Roadmap in 2019, it was able to source funding for a consultative meeting with partners. However, no provision had been made to include community health workers in the consultation process. The country fund allowed these crucial stakeholders to participate, ensuring that the country's submission was relevant to the frontline health workers that it is designed to support.

On another occasion, the Zambia Community Health Unit planned to launch their Community Market Wellness Initiative, setting up facilities to offer basic health services in busy marketplaces. On short notice, the team was able to mobilize funding from the country fund to support the launch of the initiative, at which the President of Zambia gave a speech and expressed his support. This has led to additional facilities being established in marketplaces around the country.

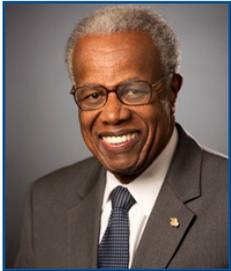
AMP Health Strategic Goal 4
Change the Conversation: Raise the profile of L&M as a key means to achieve broader health and development goals



HIGH-LEVEL COUNCIL ON
**LEADERSHIP & MANAGEMENT
FOR DEVELOPMENT**

THE ASPEN INSTITUTE

Members of the High-Level Council on
Leadership & Management for Development



George Alleyne



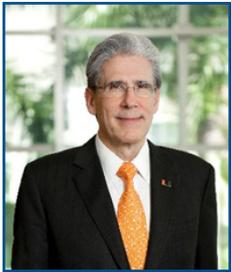
Barbara Bush



Helen Clark



Jamie Cooper



Julio Frenk



Dan Glickman



Wendy Kopp



Ngozi Okonjo-Iweala



Muhammad Ali Pate



Joy Phumaphi



Manuel Pulgar-Vidal



Jaime Saavedra



Ellen Johnson Sirleaf



Ernesto Zedillo

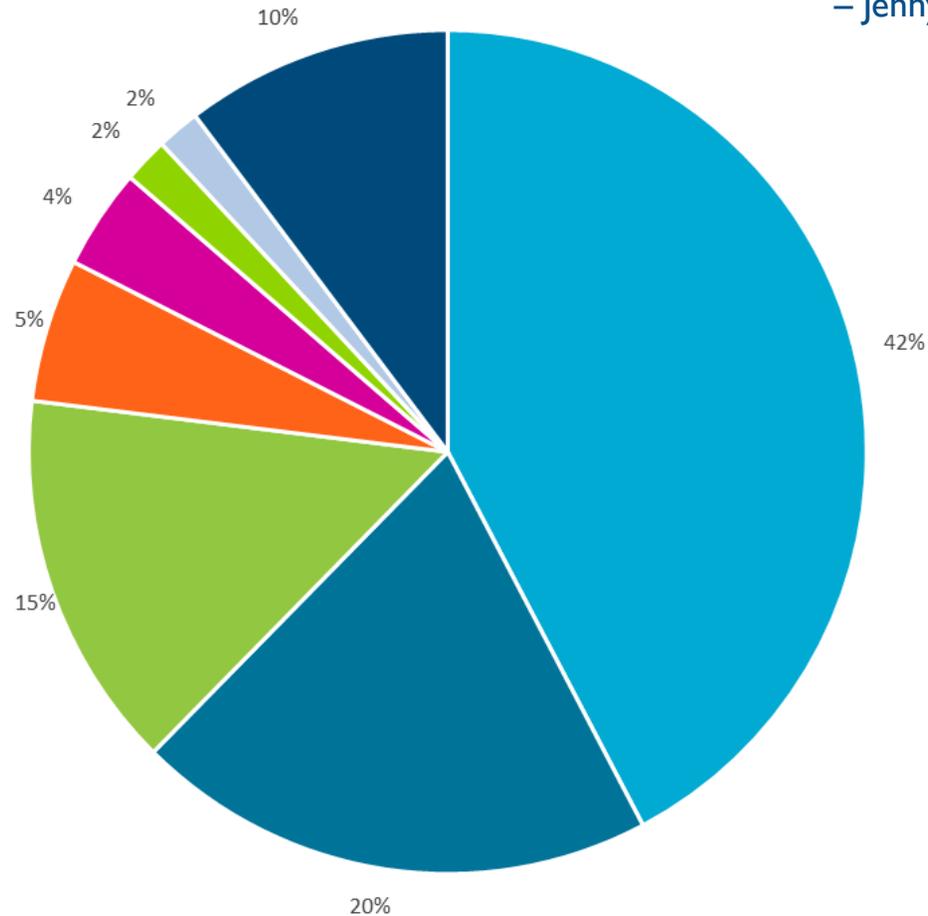
In September 2019, AMP Health convened the High-Level Council on Leadership & Management for Development to catalyze a global conversation around the role of leadership & management in driving robust and enduring progress towards the SDGs. The Council brings together prominent individuals from diverse geographies across public and private sectors, with an emphasis on agriculture, education, finance, health, and climate.

The Council held its inaugural meeting in September 2019, where there was strong agreement that leadership & management represents an untapped opportunity to accelerate global development. Over the next two years, the Council will further explore and set a visionary course for future investment in human capital. Its discussions will culminate in a report in late 2020, and a call-to-action at the time of UNGA 2021.

For more information on the Council, please visit: leadmanagedevelop.org

AMP Health Financials 2019

Total Revenue – \$3,005,646
 Total Expenses – \$2,436,322
 In-kind Support* – \$467,500



- Embedded AMP Health Staff (Management Partners) & Johannesburg Hub Staff Salaries & Benefits
- U.S.-based Staff Salaries & Benefits
- Leadership & Management Training, Events, & Catalytic Country Funds
- Travel
- Monitoring, Evaluation & Learning (MEL), Strategic Implementation, & Communications Support
- Other Direct Costs (Communications, Publications, and Supplies)
- Rent
- Aspen Administrative Services (includes IT, Financial Services, Legal, Communications)

“Achieving ambitious public health goals will require government teams to develop robust L&M capabilities to drive strong and resilient health systems, and we are proud to support the work of AMP Health to improve access to quality healthcare.”

– Jenny Sia, Director, Global Health and Patient Access, Pfizer

AMP Health works through partnerships, because we believe the results of doing so are not linear, but exponential.

AMP Health is generously supported by a diverse network of partners:



*AMP Health is grateful for in-kind support from Boston Consulting Group and Pfizer in 2019.

What's Next for AMP Health?

We cannot talk about what's next for AMP Health without acknowledging the terrible suffering that the COVID-19 pandemic is wreaking upon the world, including the countries where AMP Health is operating. Our primary duty right now is to support the Ministries of Health and governments with which we partner to prepare for and respond to this public health emergency, while using the crisis to build more resilient health systems for the future. Our embedded AMP Health Management Partners will continue working with their teams. And while their acute focus may have shifted to COVID-19, they are still providing the mentoring, coaching, and leadership & management training that matters now more than ever.

Of course, some of our approaches for 2020 will be different than planned. On April 1, Klara Michal began as AMP Health's Chief Learning Officer, joining Kiribakka Tendo, Deputy Director for Country Support as the second member of our new Johannesburg Hub. Klara will be leading the way as we adapt our learning approach to shifting needs and evolving constraints on our ability to deliver in-person training. We will continue to evolve our blended learning approach, and to refine our ability to deliver just-in-time learning and tools to teams that are facing the challenge of maintaining critical routine health systems while responding to the threat of COVID-19.

During the year ahead, we will continue to replicate the AMP Health model in new geographies and new program areas, helping countries to develop the leadership & management capabilities that they see as essential to both delivering on ambitious health goals and responding to emerging threats. We are well on our way to starting up our first francophone program in Togo in mid-2020, and we have a new request from the Uganda Ministry of Health to support the Community Health Department. We also have new requests from Ministries of Health in countries where we currently operate for additional AMP Health support for different program areas at national and sub-national levels; we see this as a testament to both the quality of our work and the dedication of our Management Partners.

We will be using 2020 as an opportunity to fully deploy our monitoring, evaluation, and learning framework to gather robust evidence; to work with our teams to harness the power of digital technologies and use data for decision-making; to harness the experience and skills of the private sector as an integral part of our training; to catalyze multi-sectoral communities of practice dedicated to leadership & management; and to broaden the funding base for AMP Health so that we can continue to scale up and meet rising demand from ministries of health both during the current public health emergency, and beyond.





The Aspen Management Partnership for Health (AMP Health) is a public-private partnership hosted by the Aspen Global Innovators Group at the Aspen Institute in Washington, D.C. AMP Health is run by a single global team based in Johannesburg and Washington, D.C. Our current partners include: Community Health Acceleration Partnership, CRI Foundation, Doris Duke Charitable Foundation, Gavi, Ghana Health Service, Ghana Ministry of Health, Horace W. Goldsmith Foundation, JBJ Foundation, Malawi Ministry of Health & Population, Merck for Mothers, Pfizer, Rockefeller Foundation, Sierra Leone Ministry of Health & Sanitation, USAID, Vitol Foundation, and Zambia Ministry of Health.

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WWW.AMPHEALTH.ORG
INFO@AMPHEALTH.ORG