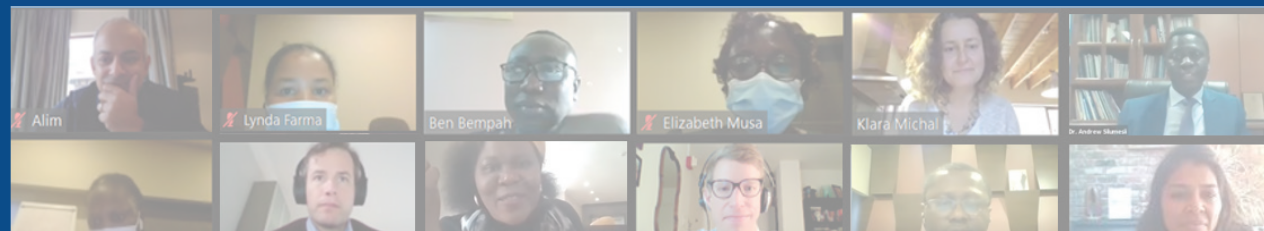




THE ASPEN INSTITUTE
AMP HEALTH

2021 Annual Report

A year of change



A note from our Director

If there is one word that epitomizes my feelings over this past year, it is gratitude. I am grateful to the incredible government health teams that we support, whose equanimity, integrity, and leadership in responding to the COVID-19 crisis is truly inspiring. I am grateful to the tremendous AMP Global Team and the AMP Management Partners for their resilience and flexibility. And I am grateful to the [AMP funders](#) and the Partnership Board whose unwavering support has allowed us to weather these uncertain times.

It has been [a year of change](#) for us and our government partners. For the AMP team, this has meant finding ways to keep supporting our partner teams without putting them at risk. In April 2020, we brought on AMP's first-ever Chief Learning Officer, who joined our [Johannesburg Hub](#) and immediately put a plan in place to deliver online training that is highly interactive, experiential, and tailored to the needs of each team – allowing us to stay true to our learning approach while working virtually.

I am grateful that despite the COVID-19 crisis, we welcomed two new funders over the past year and began a new partnership with the Ministry of Health in [Togo](#). The work in Togo is particularly exciting because it unites three partners: AMP, Integrate Health, and Financing Alliance for Health, under an integrated theory of change to support the Government of Togo in its efforts to scale up access to lifesaving community health services.

If there is one thing that has been underscored by COVID-19, it is that compassionate, data-driven, and accountable leadership is more important than ever. Perhaps as a result, we are seeing increasing demand from governments for AMP partnership. I am grateful for the efforts to meet this demand being led by our Deputy Director for Business Development and Strategic Communication, who joined us in June 2020 and is also based in our Johannesburg Hub. We expect that we will soon expand to additional countries and programmatic areas and deepen our existing country partnerships.

I cannot imagine what the last year would have been like without the entire AMP Family. Thank you for all of your support and hard work over the past year.

- Dr Robert Newman, Director



A year of change


When we selected our theme for 2020 – Embracing Change – we could not have known how appropriate it would be. When all of the AMP teams gathered in Livingstone, Zambia for our 2020 Leadership Lab, we were starting to hear that a strange new virus was beginning to spread beyond where it was first discovered in Wuhan, China. In the space of a few short weeks, all of us at AMP and the teams that we support were faced with enormous changes both personally and professionally.

Since then, we have changed the way we work in a few key ways. As an organisation that thrives on collaboration and bringing people together, we had to find ways to shift to working online. We are proud of the way we were able to rapidly pivot to supporting our teams online while sticking to our philosophy of focussing on behaviour change by offering experiential, practical learning.

Our embedded Management Partners continued to support

our partner government health teams on the ground to respond to the challenges presented by COVID-19. We also had to change the way that we recruit and place new Management Partners. While we have always recruited from Africa, global travel restrictions meant that we had to adapt our recruitment policy to hiring people based in and around the countries we support. As we have grown our networks in these countries, we have been deeply impressed by the depth and quality of the pool of talent.

Despite the challenges of the pandemic, we launched a new partnership in Togo, our first francophone country. As a result, we have translated our core learning materials into French, and are well-poised to grow and support other francophone countries, which unfortunately, do not generally receive the same amount of attention as their English-speaking neighbours.

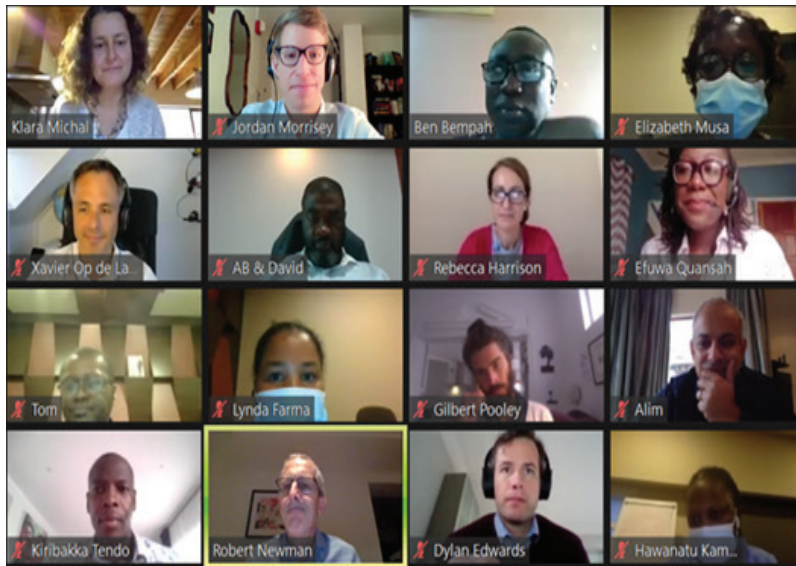
A photograph showing a woman with short dark hair and glasses, wearing a dark blue top and a green lanyard, speaking to a man in a purple and white striped shirt. They are in a professional setting, possibly a meeting or training session. A whiteboard is visible in the background.

“Leadership and management training has helped me a lot. When things change out of normal such as during this COVID crisis, I am clearer about roles and responsibilities of myself and others. I can fix my to-do list to make sure I can accomplish what I need to. It has really helped me to be very strong and not be distracted. It makes sure things get done on time.”

- Musu Fanta Amara, Sierra Leone Ministry of Health & Sanitation

Online Leadership Refresher

Every year, AMP brings together partner team leads and deputies for our annual Leadership Refresher. In 2020, we had to do things differently. Our partners, as leaders in their countries' public health systems, were under immense pressure as they dealt with a global health crisis. The challenge we faced was to put together a multi-day online learning session that was engaging, useful, and worthy of the time investment for our partners. We designed a highly interactive programme that brought in diverse perspectives, including from private sector partners. Our government partners said it surpassed their expectations, and equipped them with tools and skills to lead and manage more effectively through a crisis.



“The most practical thing I learned at Leadership Refresher is that leadership is a choice, so we should all be active in choosing to be leaders.”
- Ministry of Health participant



Johannesburg Hub

AMP's Johannesburg Hub is up and running, bringing our operational base closer to the teams that we support. Our Chief Learning Officer, Klara Michal, Deputy Director for Country Support, Kiribakka Tendo, and Deputy Director for Business Development & Strategic Communication, Dylan Edwards are all based in this vibrant, multicultural metropolis.

Better

government

starts with

better teams

AMP supports governments to build visionary and effective teams.

We are committed to the vision of a world where governments and societies prioritize, promote, and protect people's health and well-being.

Governments play a critical role in addressing complex problems and bringing this vision to reality, which is why we work with public sector teams to help them develop the **leadership and management capabilities** needed to achieve ambitious goals.

We believe that teams are at the heart of a government's ability to deliver quality services. Talented individuals cannot thrive within institutions that confine them. The best policies cannot lead to meaningful change without the backing of a competent team that can execute on them. But teams – small groups of dedicated, capable people – have the power to do extraordinary things.

Where we partner



Mohit Pramanik
Management Partner
Ghana Health Service



Ramadane Hagne
Management Partner
Togo Ministry of Health



Robert Newman
Director



Eve Allen
Program Coordinator



Jordan Morrisey
Deputy Director,
Global Operations



Kiribakka Tendo
Deputy Director,
Country Support



Klara Michal
Chief Learning Officer



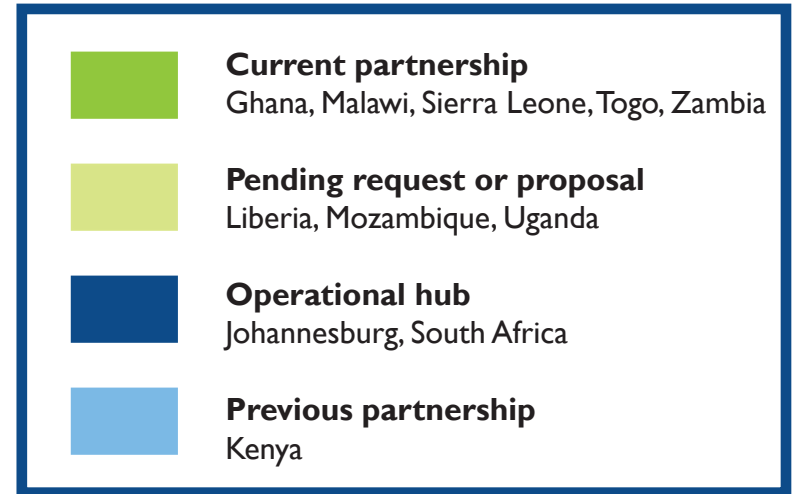
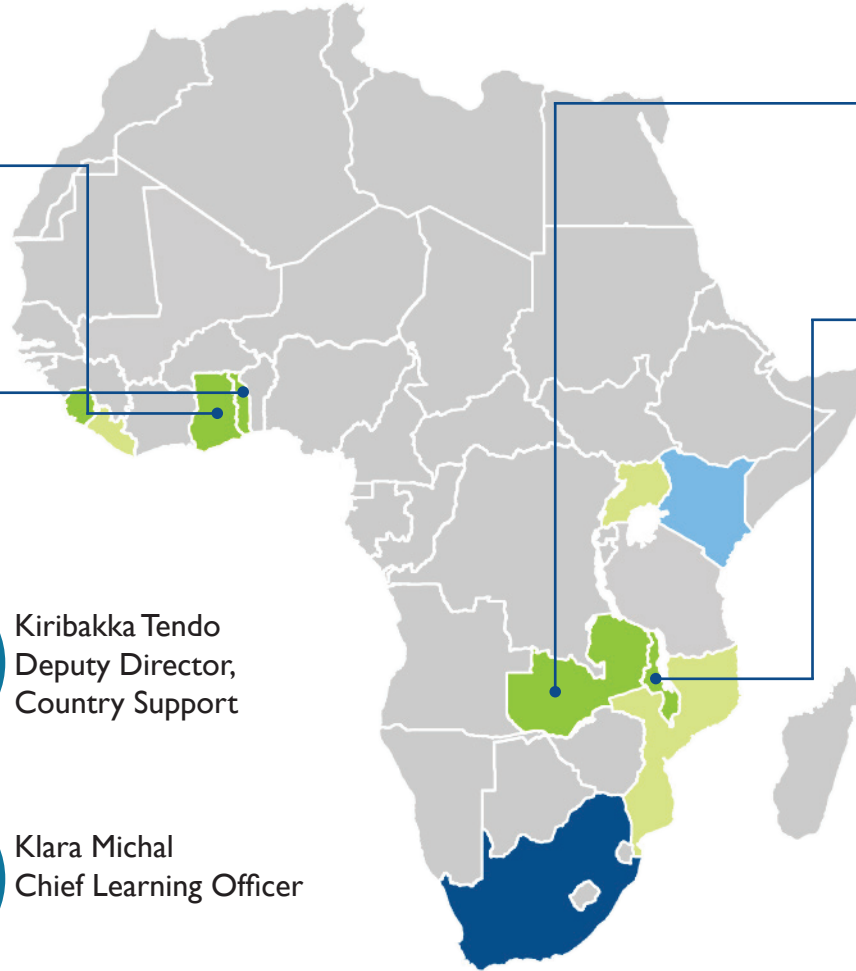
Dylan Edwards
Deputy Director,
Development & Strategic Communication



Nkandu Chikonde
Management Partner
Zambia Ministry of Health



Eldre Brown
Management Partner
Malawi Ministry of Health & Population



Results

“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, Zambia Ministry of Health

We have invested in our monitoring, evaluation and learning framework to understand the effects that we have on our partner teams, so that we can continue to improve our support. This is part of the deep learning culture embedded into everything we do.

The results have shown us that the teams we work with develop deeper levels of trust.

They become better communicators, and put systems and tools in place that allow them to be more effective.

They become stronger managers and more confident leaders.

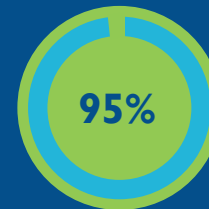
Percentage of respondents reporting that:



AMP Health leadership and management program is **helping their teams**



Their leadership and management **skills have improved**



Leadership and management training is **improving their ability to make significant contributions** to public health in country

Stories

Snapshots showcasing the impact of our work with government teams

Planning for Zambia's COVID-19 vaccine rollout

Dr Francis Dien Mwansa, National Manager of Zambia's Expanded Programme on Immunisations, sharing the challenges his team faces, and how AMP is supporting his team to be more effective. This is an edited extract of an [interview with Dr Mwansa](#).

The goals of an immunisation programme are constantly changing. Every year, there is talk of a new vaccine to be added. And for existing vaccines, targets are changing. That makes the work interesting, but challenging.

Another challenge is patient demand. TB patients, for example, know that they need treatment. They don't need the Ministry of Health to tell them. So when you tell them that a treatment is available, they queue up for it. In the immunisation space, we often run programmes where people do not know that they are at risk.

I have also heard reports from the field of people running away from health workers because there is a rumour that our health workers are transporting the COVID-19 vaccine. So we are already seeing evidence of vaccine hesitancy before the programme even starts.

At the same time we have to make sure we keep up routine service provision so that we do not fall behind on other key vaccination programmes. With diseases like measles, the moment you have a drop in vaccine coverage, you have problems.

Working with AMP Health has really accelerated the progress of our team. Without this support, it would have required much more time for us to get to the point where we are today – and we do not have that time during COVID-19!

We now have better systems in place, and I think we are now in a position where even if all of us were to leave and a new team comes in, they just have to sit with somebody for an hour to get oriented to the plan and everything is in good shape.



“In project planning, it’s important to learn from past experience to improve on effective implementation for future projects. The engagement of key players and stakeholders can improve effective coordination.”

- Zambia EPI team member



“The focus on teamwork is very important. It is the biggest problem we have in Ghana: we all tend to work in silos. The focus on teamwork should not be watered down or compromised.”

- Senior leadership member, Ghana Health Service

Preparing a successful Global Fund grant application in a lockdown

As part of Ghana’s grant application to the Global Fund, the Policy, Planning, Monitoring and Evaluation Directorate (PPMED) of the Ghana Health Service needed to develop a proposal for a \$16 million health systems strengthening grant. In March 2020, the team nimbly responded to the imposition of lockdown in Accra (following the COVID-19 outbreak in Ghana) by pivoting from the planned in-person proposal development process to a completely online process.

AMP has supported the PPMED since 2018, strengthening the team’s leadership and management capacity through joint problem solving, coaching, facilitation, and experiential learning. Working together online to develop a complex, cross-cutting health systems proposal presented a new challenge and opportunity for the team. The AMP Management Partner supported the team to effectively plan and develop the proposal, including transitioning to online collaboration and productivity tools.

During the pre-development process, task teams were established; roles and responsibilities were assigned; tools and templates were created; and a thorough desk review was conducted.

Eight task teams were each responsible for developing different components of the proposal, and more than 60 stakeholders (representing government agencies, funders, and civil society) were identified and consulted at the different stages of the process.

Working together in new ways challenged the team to draw on a range of leadership and management skills including change management, resilience, stakeholder engagement, teamwork, influencing, and negotiation. With the support of the Management Partner, the team used the proposal development process as an opportunity to put these skills into practice and to implement new ways of working together.

The proposal successfully passed through the Global Fund’s stringent review and negotiation processes. The Global Fund approved the proposal on December 12, 2020, and began to disburse funds in January 2021. We are optimistic that this investment will strengthen key elements of Ghana’s health system, including supply chain management, health management information systems, public financial management, human resources, integrated service delivery and laboratory systems.

Bonjour, Togo

In January 2021, AMP kicked off its partnership with the DSCPA (Division Santé Communautaire et des Personnes Agées), the division responsible for community health activities at the national Ministry of Health. Our work is part of a broader partnership with Integrate Health and the Financing Alliance for Health, with funding from the UBS Optimus Foundation.

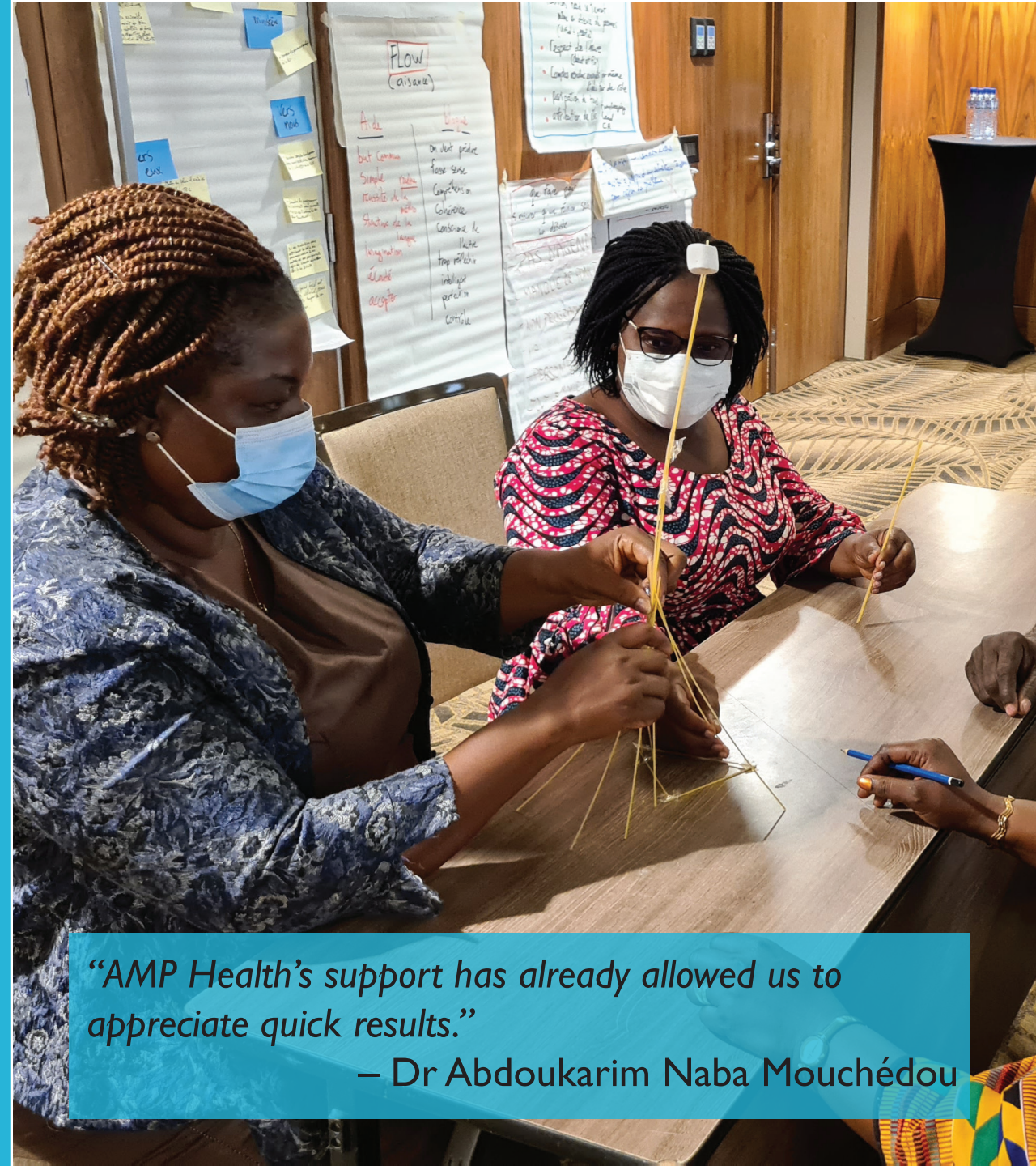
This expansion to our first francophone country is an important step for AMP as we grow across Africa to meet the growing demand for our leadership and management partnership support to ministry teams.

The partnership is already demonstrating results. According to Dr Abdoukarim Naba Mouchédou, the Togo DSCPA Team Lead, “AMP Health’s support in Togo is an interesting opportunity for our team. This quality support has already allowed us to appreciate quick results.” Dr Naba says that in the

short time that the team has been working with AMP, he has already seen some clear improvements in team cohesion, organisation, and the quality of the deliverables that the team is producing.

Team meetings that used to last more than three hours have been reduced to less than an hour with clear objectives and next steps archived, shared, and tracked. This allows more time to focus on the delivery.

The AMP Management Partner, Ramadane Hagne, is working with the team to develop a set of tools and processes to ensure better monitoring and data management, and to put in place personal development plans for each DSCPA team member. He is also supporting the team to develop an integrated community health action plan that will guide the coordination of partners, set out a clear framework for decision-making, and raise the visibility of the team.



“AMP Health’s support has already allowed us to appreciate quick results.”

– Dr Abdoukarim Naba Mouchédou



Leadership & Management training is changing how I view my job

Hawanatu Kamara, Operations Officer of Sierra Leone's national Community Health Workers Hub, reflecting on how AMP's leadership & management training programme has shifted her perspective of her work in the Sierra Leone Ministry of Health & Sanitation.

The AMP programme has really changed the way that I view my job a lot. I have learned that managing people takes time, courage, patience, and persuasion to get buy in from the team. To be effective as a team, we must listen and learn from each other: the traditional "do what I tell you" approach does not work in the long-run.

The skills and tools we have been exposed to by working with AMP have improved the way we work. I manage my time well and prioritise what is urgent and important. As a team we discuss projects, ideas and proposals directly with our colleagues and partners. Getting their input actually makes my work easier!

We recently restructured the entire community health worker program. We sat down as a team, set a vision, thought about expectations and worked backwards from that vision to set tasks for ourselves. The strategic planning process took about

two days; previously this would have taken much longer.

Another area the trainings have helped me is in confidence. I normally prefer to write rather than talk, but the trainings helped me realise the importance of engaging people. I was able to practice that and now am much more confident in public engagements than before.

Leadership is not just a set of boxes to tick: it's a mentality. We now know that building relationships and trust is crucial. That is a big part of my role. It is not only about the technical work. If you have good relationships you will have a smooth ride as a team.

Building a human connection with your team is crucial. How can we achieve our vision? We have to empower team members and give them confidence. "I trust your judgement, I rely on you, we are all in this together." The team is crucial for what we do.

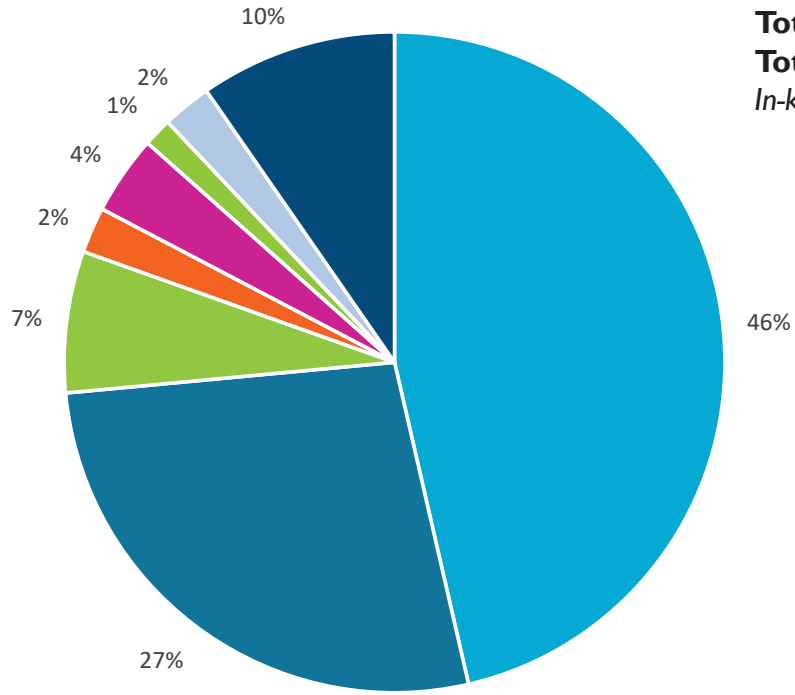
AMP Health financials

2020 Finances

Total Revenue – \$2,539,224

Total Expenses – \$1,944,222

*In-kind Support** - \$130,000



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

*AMP Health is grateful for in-kind support from Boston Consulting Group, Firoz Dosani, and Vignesh Rao.

Our partners

Above and beyond our trust-based partnerships with governments, AMP Health works through partnerships because we believe the results of doing so are not linear, but exponential.

In 2020, AMP Health welcomed two new partners, LGT Venture Philanthropy and UBS Optimus Foundation



who join our diverse network of partners who generously support our work:



Horace W. Goldsmith Foundation



What's on the horizon for AMP?





AMP supports governments to build visionary and effective teams.

AMP Health is a non-profit partnership with its primary operating hub in South Africa run by a global team based in Johannesburg and Washington, DC, and has a link to the Aspen Institute.

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, Mulago Foundation, Pfizer, Sierra Leone Ministry of Health & Sanitation, Togo Ministry of Health, USAID, Vitol Foundation, and Zambia Ministry of Health.

This report was an in-house production by the entire AMP team.

All photos of unmasked individuals were taken before February 2020. All content and photographs, unless otherwise indicated, are the intellectual property of AMP.

www.amphealth.org