

"We never lose sight of the women, girls, boys and men for whom we exist, they are the reason we strive everyday with others of like minds"

ANNUAL REPORT

2023

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Society for Family Health
...Creating Change, Enhancing Lives

About Us

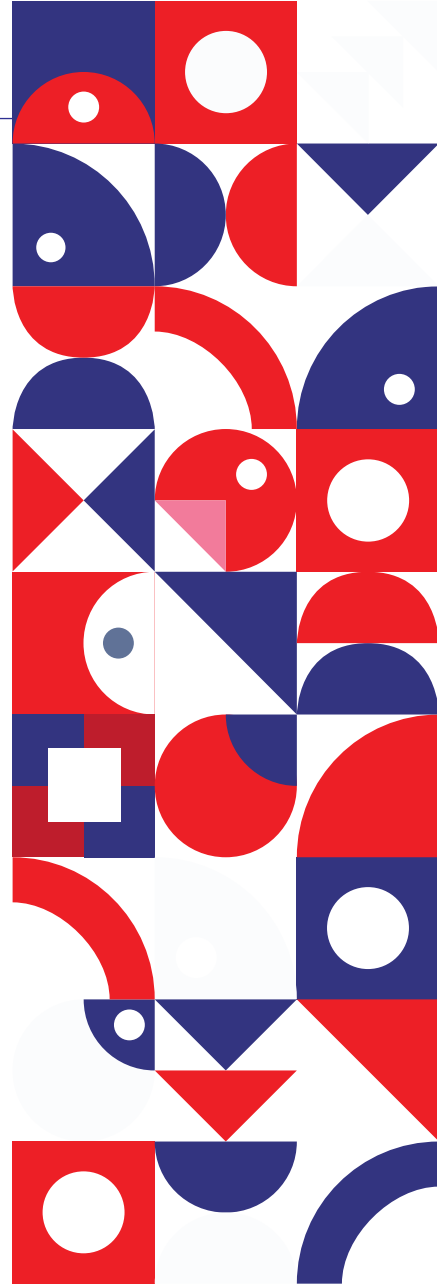
The Society for Family Health (SFH) is a pan-African non-governmental organisation (NGO) working in partnership with communities, government, donors and the private sector for universal health coverage and social justice of all Africans. We deploy health systems strengthening and total market approaches in a bid to unify the private and public health sectors to scale an Essential Package of Health Services (EPHS) offering of good quality to all Africans. We leverage on over forty years of thought leadership in a range of practical community-level interventions and policy engagements to scale population-level impact. SFH connects all Africans in an innovative social business model to expand access to essential health commodities while boosting overall national health financing.

Our Vision

Healthy lives and wellbeing for all.

Our Mission

To improve health outcomes by ensuring communities have access to affordable, quality and gender sensitive health services and commodities.



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Acronyms

AIDS	Acquired Immune Deficiency Syndrome
ART	Anti-Retroviral Therapy
ASRH	Adolescent Sexual and Reproductive Health
CSO	Civil Society Organisation
CYP	Couple Years of Protection
DALYs	Disability Adjusted Life Years
EPHS	Essential Package of Health Services
FCT	Federal Capital Territory
FP	Family Planning
HIV	Human Immuno-Virus
HIVST	HIV Self-Testing
IEC	Information, Education, and Communication
IPs	Implementing Partners
ITN	Insecticide-Treated Net
LGA	Local Government Area
M&E	Monitoring and Evaluation
MCH	Maternal and Child Health
NGO	Non-Governmental Organisation
NHIA	Nigeria Health Insurance Authority
NHIS	National Health Information System
RH	Reproductive Health
RMNCAEH+N	Reproductive, Maternal, Neonatal, Child, Adolescent, and Elderly Health + Nutrition
SBCC	Social and Behaviour Change Communication
SFH	Society for Family Health
SMOH	State Ministry of Health
SPHCDA	State Primary Healthcare Agency
SSHIA	State Social Health Insurance/Contributory Agency
SRH	Sexual and Reproductive Health
SWAP	Sector Wide Approach
TB	Tuberculosis
UHC	Universal Health Coverage
VGF	Vulnerable Group Fund



Foreword

I am thrilled and honoured to have celebrated SFH's 40th anniversary with you—four decades of reimagining the delivery of health care to improve the lives of women, girls, boys, and men, across four countries and changing the lives of over 23.9 million Africans. At 40 years, we have acquired wisdom enough to celebrate failures as well as successes especially those that sparked a transformation, innovations, progress, and lives saved. 2023 for us at SFH, is the year we end our fifth strategic plan and an opportunity for us to reflect on progress so far, as change remains at the heart of all we do.

The global economy continues to be in crisis, stemming from climate change, geo-political instability, as well as trade and infrastructure challenges. Concurrently, African economies are also experiencing upheavals caused by social unrest, slower economic growth, higher inflation, and fragility in demand and supply conditions. In Nigeria, the shocks resulting from policy pronouncements such as currency demonetisation, fuel subsidy removal, and foreign exchange liberalisation resulted in unintended consequences such as attrition of talent, rising inflation, high interest and exchange rates, elevated levels of poverty, and food crises. We also saw multinational companies exiting our country and some manufacturing companies declaring losses for the first time.

Despite all these challenges, we were able to navigate the headwinds and deliver healthy growth. SFH's strategic intent to maintain our position as the leading regional NGO remains a north star for us. We are committed to maintaining our leadership in the health sector and evolving to meet the needs of today's African investors and customers. Cognizant of the numerous technological innovations revolutionising the world, we continue to adapt and evolve to stay relevant while driving our Pan-African agenda. SFH continues to work at the community, national, and global levels to strengthen healthcare services to prevent, diagnose, treat, and eliminate diseases across all age groups. We were able to reach 17,775,517 people to further advance prevention efforts, to scale the use of family planning, and to strengthen strong health systems to advance primary health care and vital for countries to provide inclusive, effective, and efficient health care and achieve universal health coverage.

We are halfway to the SDGs, and we continue to ask: How can lifesaving services reach everyone? This is a task that we need to work together to figure out how best we can offer to our communities. For many years, SFH has tackled the leading causes of maternal and newborn death, nutritional deficiencies, malaria, infectious diseases, and many other non-communicable diseases with passion, evidence, and a belief that the health of individuals benefits not only the individual, but also their children, family, community, and nation. It is heart-warming to note that governments from our various countries are constantly adopting different mechanisms to address the challenges facing the health sector and unlock the health value chain.

I wish to appreciate the government, partners, donors, and supporters who have consistently exhibited best-in-class agility, commitment, and dedication in ensuring that we rode the waves of 2023; and the board members, management, and staff who showed uncommon dedication and commitment aimed at delivering great performance for the year. Our institutional mission of healthier lives for all, which encourages and embraces innovation, agility, and responsiveness to satisfying our customers with the best healthcare, has kept us focused on achieving our goals set in the year under review. We have been able to evolve and deploy customer and patient-focused

innovations that have delivered efficiency, gains, and growth for our communities to serve them better.

May I use this moment to express my sincere appreciation to you all for your unflinching support and do present you with a summary of our 2023 annual achievements in this report.

Professor Ekanem Ikpi-Braide

President, SFH Board of Trustees





Executive Summary

2023 was a landmark year for SFH as we demerged our consumer healthcare commerce to form a new entity **"SFH Access"** – an indigenous Nigerian business model aimed at investing in Nigeria with the ambition and purpose to integrate innovation, access, and quality of medicines/products to collectively combat diseases. We are committed to running a business model that optimises the healthcare value chain, mitigating risk and delivering sustainable health impact at scale.

We also reflected on the conclusion of the Strategic Plan (SP) review for 2019 - 2023 and commemorated our 40th Anniversary – which marks a significant milestone in our journey towards improving the health and well-being of communities across Nigeria. Through flexible intervention strategies and strategic partnerships, we have gained positive health outcomes at the community level including increased demand for, and provision of various services across reproductive health and family planning, as well as maternal, newborn, and child health programming.

In 2023 we achieved significant milestones, successfully implementing 24 projects across Africa directly benefiting 18.5 million people and indirectly impacting 50 million more. Notably, 21 of the projects implemented have extended into 2024. In highlighting the impactful outcomes of our efforts, we reached over 60 million persons with information, services and products helping them address their health needs. Additionally, we have supported over 2312 PHCs and remained a strong pillar in setting viable agenda for policy response and reforms.

Leveraging our robust convening operational and technical capabilities, we continued to support the health, educational and societal response efforts of various governments across Africa, including promoting global health security and providing technical assistance across multiple domains, leading global advocacy campaigns aimed at promoting universal health coverage and fostering health equity. These efforts resulted in our representation within various task forces and technical working groups on UHC, Family Planning and unlocking the informal private sector response across the continent.

SFH's approach of collaborating with the government, private sector and non-traditional health providers alongside regulatory bodies as well as commitment to the localisation agenda has yielded significant progress. Our ability to leverage opportunities presented by donor funding, coupled with a deep understanding of localisation agenda coupled with the initiative of integrating Government personnel as interlocutors, has facilitated fruitful collaborations with Governmental agencies and other partners, ensuring the effective delivery of interventions. We have gained valuable lessons from working with community-level structures such as community pharmacies, PPMVs, CHIPS, TBAs and CBOs. The programme updates featured in this annual report serve as a testament to SFH's adaptability, resilience, and ability to navigate unprecedented challenges.

At the core of all our response lies a renewed commitment to a step-change in growth and building trust with our communities to ensure meaningful social impact. We have sustained our focus on succession planning and talent management driving initiatives within innovation and aligning with community centred strategies to safeguard our future investment. As a dynamic organisation, we are intensifying our engagements with our investors on how to future-proof business models that will sustain competitiveness over the long-term benefitting our investors, consumers, and government. This powers our purpose, drives the delivery of our strategy, and helps make SFH a place where individuals can truly thrive.

This annual report highlights the progress made by all country offices and units in Nigeria, Ghana, Liberia, and Sierra Leone, detailing their impact, key corporate performance, and cross-cutting themes such as research, innovation, youth and adolescents, and advocacy. A notable addition to this year's annual report is the service contact frequencies, which stand at 21.3 million across the organisation. The report is structured around four thematic areas and encompasses insights from a collective workforce of over 2,730 staff members and 16,800 community interlocutors.

Executive Summary

Going forward into its next strategic period, SFH is adding focus to the quality of its service delivery with the achievements outlined in this report as its foundation. Additionally, we are committed to investing in our staff and strengthening our partnerships with Governments alongside our development partners and most importantly, the communities we serve. Our focus will involve pioneering new programmatic approaches; increasing investment in technology, data and impact; exploring novel areas of intervention, and enhancing partnerships and programming. These efforts are aimed at maintaining our resilience and support to fulfill our mandate effectively.

As we reflect on our achievements, lessons, and challenges for 2023, we anticipate a future filled with exciting possibilities to serve our communities and achieve our vision of health for all.

Dr Omokhodu Idogho

Managing Director



Introduction

In the last 40 years, SFH has deployed diverse strategies in the strengthening of health system and total market approaches that unifies the private and public health sector towards scaling essential Package of Health Services (EPHS) to all Nigerians. Our mechanism of delivery implemented across different State Government health scheme demonstrates the effectiveness of an alternative investment case for a Public Private Partnership model for revamping, management, and delivery of Primary Health Care Services in Nigeria.

Outlined in diverse states, this model has enabled us deliver quality, safe, comprehensive, integrated, accessible, and affordable healthcare for the people we serve. We are demonstrating that a PPP model provides a pathway to delivering Primary Health Care service towards universal health care with equitable access, targeted and responsive health care services, retaining skilled health workers professionals, provision of round the clock health service, strategic purchasing and financing, strengthened service delivery channels, generating high demands for health promotion and education, community engagements and employment opportunities, robust stakeholder management and quality assessment strategy to drive demand.

We are also changing the narrative at national and subnational levels.

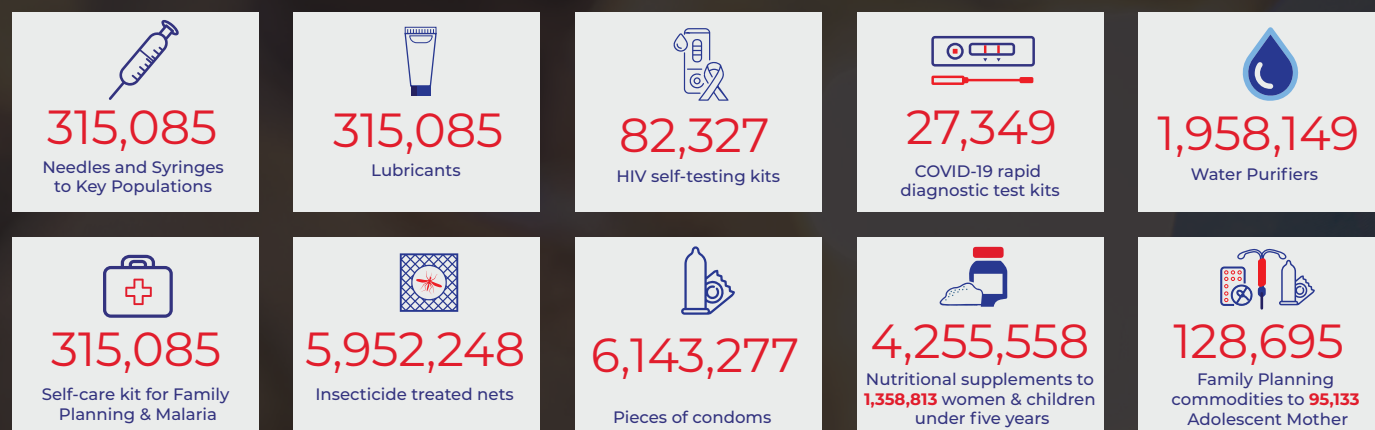
Our TA support to health systems strengthening and adoption of new models have enabled us to integrate sustainable structures into the State MoH/Agency as core technical assistance on key programme services including Demand Generation, service delivery, commodity security, data reporting, and quality improvement and supporting capacity development that drives the uptake self-injection from the provider and client perspective. We are building the framework and structure for delivering self-care in Nigeria.

SFH is demonstrating the mix of health delivery as a social good that can be run on efficient private model with the potential of its uptake and scalability in delivering primary healthcare across the country to meet the health need of the most vulnerable Nigerians. For instance, our work around reproductive health have tested key adaptations to sexual reproductive health interventions that promote more effective and long-term support and a comprehensive development agenda for diverse women of reproductive ages that significantly contributes to the Government of Nigeria's agenda to achieve a Contraceptive Prevalence Rate (CPR) of 27% by 2024 while undertaking context responsive economic strengthening intervention that has led increased savings, earnings, purchasing assets, and economic decision-making power.

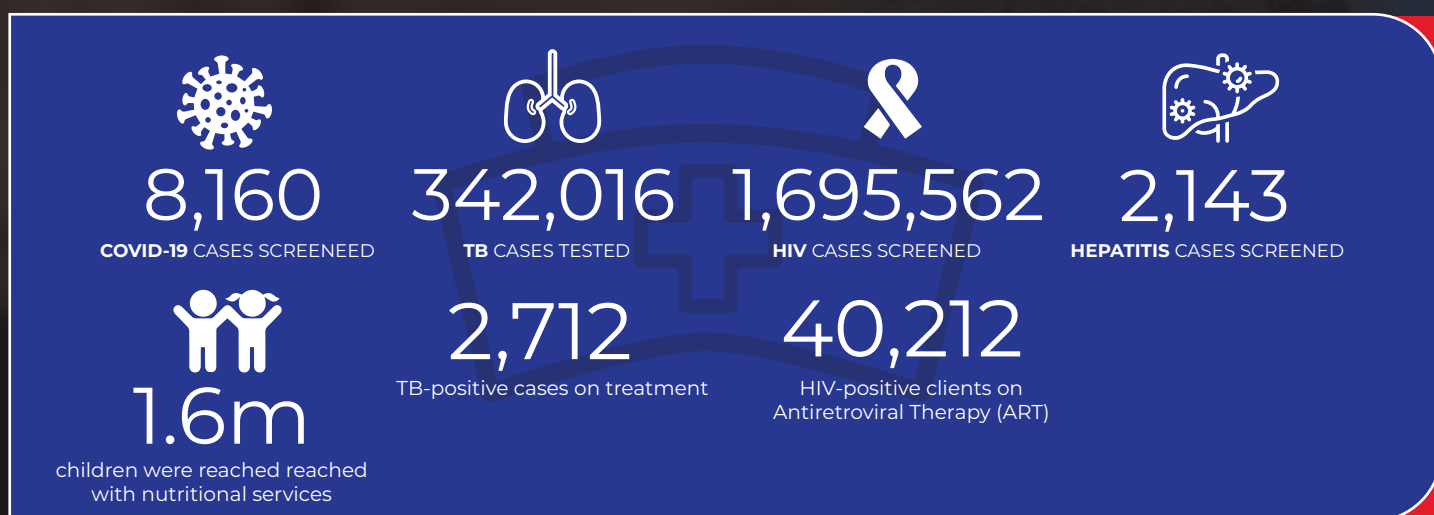
This report outlines a comprehensive outlook of progress attained and major achievements in 2023, focusing on each of the four strategic directions of our 2019-2023 Strategic Plan. Our delivery of a broad range of services were further refined to address challenges across key thematic areas represented as "Programme Cones". These thematic cones (include infectious diseases and health security; self-care; social protection; women, children, and adolescents' health and lastly health system strengthening /PHC cone) provides SFH expert response to the challenges of overall healthcare, protection, and comprehensive empowerment to all the people we serve which continues to enhance our impact model and strengthen our programmatic response to project management. Consequently, the activities detailed in this report dovetail into key objectives that are outlined below.

In **2023**, we had
the following

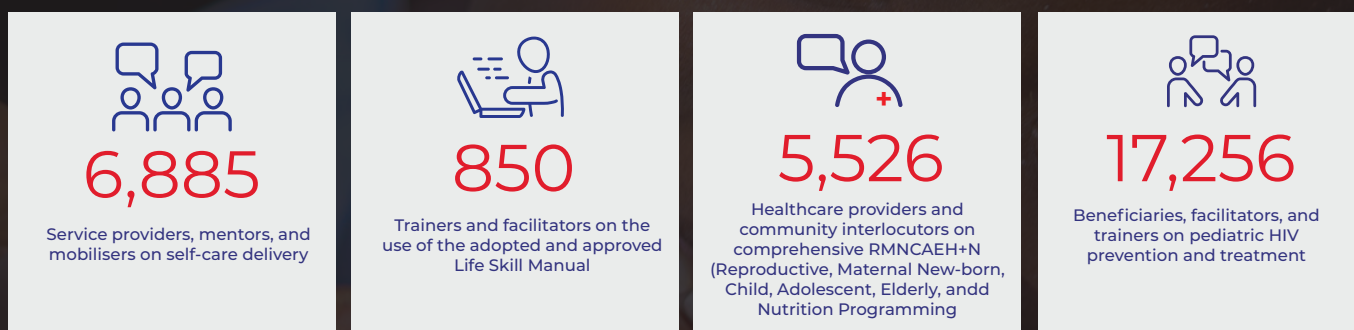
DISTRIBUTED



Testing & Counselling & services offered



Training services



300,000

house-to-house visits,
counselling women on
maternal and child nutrition,
promoting water hygiene

Key Achievements across Africa – 2023



Healthcare Delivery

Africa is at a crossroads in its regional healthcare delivery, but SFH remains in position to influence this transition, now and in the future. SFH's core healthcare development and innovative goals are to reduce inequities in life expectancy and burden of illness, to advance national security against global health threats, and to promote human dignity. Hence our focus in the year 2023 intersected on preventing child and maternal deaths, innovative social protections, controlling HIV & AIDS, and combating infectious diseases.

Our efforts have produced massive gains over the year. We were able to support 2312 number of PHCs which have delivered quality health services and have contributed to 20,709,341 disability adjusted life years (DALYs). Through our

social protection and livelihood programmes, we provided and reached over 3,456,324 of lifesaving and life-transforming services to orphans and vulnerable children (OVC), adolescent girls to prevent unintended pregnancies, improve their awareness on harmful practices, and empower them financially. We midwifed 120 safe spaces interventions sessions targeted at young girls aged 10 to 19, especially those who are vulnerable, out of school and are at the risk of early marriage and pregnancy. These sessions helped to improve their health, wellbeing and protection as well as strengthen child, adolescents, and family resilience.

SFH believes that sustainable, large-scale change must address and deliver both economic and social progress. We strategically targeted young people and women living in poverty in rural and hard-to-reach areas, to create over 7,654 self-employment opportunities, build financial resilience, and harness women's entrepreneurial spirit by empowering them economically and with skills to help them lead healthier lives. Nutrition has become a critical healthcare delivery tool and an investment in human development towards breaking intergenerational cycles of poverty. We were able to reach over 1.6 million number of children with over 2,322,398

cost-effective nutritional services. These interventions have led to an increase in nutrition-sensitive dialogues and other innovations that are often overlooked in nutrition and food security programming.

Through our private sector integration work, we developed and trained over 5526 human resources for the health sector, which required starting with the already under-resourced ranks of primary health care workers in both public and private sectors. This initiative has positively impacted over 6,432,654 lives. We have partnered with government in urban, rural, and refugee settings to prioritize the sustainable demand creation for quality health services, developing and rolling out community-based distribution model reaching millions of lives through outreach campaign which has provided equitable participation of all groups, particularly women and children.

We have continued the integration of digital technology, unlocking the health value chain, strengthening partnerships with the government, and other organisations to create a holistic integration and synergy that drives sustainability. SFH programmes have contributed to accelerating innovative digital health towards leapfrogging success in areas such as family planning, WASH, expanded HIV treatment and prevention, as well as treatment and prevention of malaria. We have supported building the sustained supply chain management at

sub-national levels by improving their data for decision making, routine performance monitoring, supporting better forecasting and supply plans; this is in addition to putting in place mechanisms for strengthening procurement and supply management.

The evidence is clear that preventing high-risk and unintended pregnancies can have a direct impact on maternal, child, and adolescent nutrition. While countries in Africa continue to see a corresponding increase in life expectancy, deaths among children under five and women still constitute the bulk of the population that experience preventable deaths in many countries. Notably, we have reached over 32.4 million individuals with health messages, services, and products.

In the context of these drivers of premature mortality under age 50, our work on strengthening quality healthcare delivery has accelerated mortality reductions. We will continue to scale up our interventions to reach more communities and families. Moving forward we plan to strengthen our quality-of-service delivery; diversify our programme by developing models for humanitarian context and by providing technical support to primarily government and other stakeholders by strengthening their capacity to deliver quality health development services for a sustainable future.



Community and Health Systems

Our community and health systems approaches have assisted in supporting the government and ensuring supervision and quality assurance of health services. Given the gap in capacity and quality control within our current health systems, it is possible that the demonstrated ability of SFH-supported community programmes to engage with health services could leapfrog quality health services. SFH stands as a dedicated partner capable of addressing the tangible, everyday health needs of Nigerians.

In 2023, SFH-supported community level programming efforts in Nigeria and has demonstrated the potential success of such approaches in the following areas: enhanced resources for health, differentiated service delivery approach, use of community channels to disseminate information, increased demand for health services, linking communities to quality health services, increased resources for health and supporting the distribution of key commodities. We reached over 3 million people with testing services for infectious diseases including Hepatitis, COVID-19, HIV and Tuberculosis. Additionally, we distributed over 12,435,675 life-saving self-care products to improve the social determinants of health, self-care, and wellbeing of the populations.

SFH worked with other partners to champion the FMoH review of Task Shifting Task sharing (TSTS) policy to recognise Community Pharmacists (CPs) and Patent and Proprietary Medicine Vendors (PPMV) as important community healthcare providers. PPMVs are an important source of care for the poor. They are often the first point of call for family planning, Hygiene and other child health services and products. SFH partnered with Pharmacy Council of Nigeria (PCN) to Pilot the implementation of Three Tier accreditation system (that categorised and regulate PPMVs based on their qualification) in 11 Nigerian states. By December 2023, SFH has trained 12,863 CPs and PPMVs and has provided services to over 350,000 families in areas of Family Planning, treatment of Malaria, Penumonia, Diarrhoea, screening, and referrals for under 5 with cases of malnutrition for management. The revised TSTS

policy has fully recognised PPMVs to offer services based on their qualification and has also recognised the reviewed Approved Patent Medicine List to be stocked by each Tier of PPMVs. This, when implemented nationally has greater potential to improve PPMV regulation and expand access to quality Primary healthcare services especially in hard-to-reach and underserved communities.

Our programmes mobilised hundreds of communities to seek and advocate for essential services through the utilisation of diverse community channels including community-based organisations such as women's groups, churches, and mosques. Community health agents, having received specialised training, played a key role in disseminating health information within communities. It is pertinent to note that through our One Stop Shops (OSSs) and Community Clinical Service Assistance Points (CCSAPs) models of community service delivery approach we have initiated collaborations with over 150 Community-Based Organisations (CBOs) and partnered with private health facilities to empower community-driven HIV services. This effort is aimed at enhancing primary healthcare service delivery across more than 20 states nationwide.

We also have provided technical assistance to CBOs and local partners to improve their organisational effectiveness in the areas of record keeping, proposal writing and financial management thereby ensuring compliance with grant pre-award criteria. As a result of these initiatives our CBOs have reached over Ten thousand individuals and vulnerable groups in critical thematic areas including immunisation, nutrition, infectious diseases, cervical cancer screening and prevention, and malaria control.

Family planning continues to directly affect food security and other determinants of health through its impact on population growth, and consequently reducing the strain on resources and services. The A360 and DISC projects approaches have been instrumental in reaching over 289,698 women and girls by prioritising



improved sexual and reproductive health outcomes in their delivery approaches. The approaches align with the overarching goal and principles of the FP 2030, which is the bedrock of principles of the FP 2030, which is the bedrock of Nigeria's Family planning policy showcasing implementation on a large scale.

We have actively supported the government's capacity enhancement agenda for development by strategically engaging with over 843 communities including vulnerable adolescents and young women to co-create solutions and address systemic marginalisation issues. Through the development and design of community models convening mechanisms for strengthening community structures, we have successfully brought people together, facilitating the integration of additional services such as family planning in Government plans at all levels.

Notably, we have established and reached over 100 ward development committees, village savings and loan associations (VSLA) and clubs to stimulate demand for services such as insurance, capacity strengthening and influencing the quality of care both at the facility and within surrounding catchment areas. These efforts have helped address gaps such as inadequacy of seats in the clinics, availability of medicines, and improvements in client-consumer interactions.

Achieving scale of our intervention have been a core focus to our work. We have pioneered the development of innovative data quality management systems for community pharmacies and PPMVs, this initiative directly responds to the call for innovation to build stronger primary health care systems. Through projects like IntegratE and ePharma4FP our efforts on the needs to shift the needle to achieve substantial change in the health care system are on track. Through the implementation of novel models of community pharmacies and PPMVs, we have reached a million number people, thereby helping communities to have access to quality healthcare services.

Our engagement with communities and patients has improved recognition of illness and awareness of the benefits around lifesaving health services resulting in a notable reduction in disease burdens across targeted communities. Furthermore, our Access to Finance (A2F) program has provided access to healthcare services to over 45,000 number of individuals leading to a significant reduction in child morbidity and mortality rates by 70%, and maternal deaths went to 0%.

We have stimulated strategic behaviour change communication in our community interventions and streamlined innovative approaches that have facilitated greater scale-up of programming and enhanced the supply side dynamics. The *RIHHWID*, *ICCHSSA* and *KPCare-2* programmes have collectively prevented a substantial number of disabilities associated with injecting drugs use, this is in addition to facilitating the successful rehabilitation of over 112 vulnerable populations targeted by the projects. In a bid to address human rights violations on key population, we have built the capacity of law enforcement officers in our programme states on how best to address pertinent human rights issues within key population communities.



Innovate Policy Reforms and Partnerships



Influencing health policy reform is at the heart of what SFH does in our pursuit of accelerating universal health coverage and building resilient health systems. Too often, many disease areas have been addressed through vertical programmes with little cross-sectoral dialogue at the policy, strategic, funding, or programme implementation levels. In 2023, SFH continued to provide evidence, document and share lessons with relevant stakeholders from our successful projects and approaches, to set the agenda for viable health policy discourse and reforms.

Innovating the building blocks and pathways for delivering **Universal Health Coverage (UHC) in Nigeria**

There has been little attention in promoting robust analyses and advocacy/communications strategies to promote universal health coverage, particularly in addressing the link between other health determinants and use programmatic results to design multi-sectoral programmes to achieve optimum results.

SFH is increasingly becoming a strategic voice and partner in the reform agenda towards expanding health insurance access in the country and developed a strategic relationship with the Nigeria Health Insurance Authority (NHIA) towards actualising this in 2023. During the year, we signed a Memorandum of Understanding (MOU) to cooperate and provide technical support and capacity building to the

NHIA which would strengthen the NHIA to achieve its mandate. As part of this, we contributed to the formulation and review of the NHIA's 10-year strategic plan.

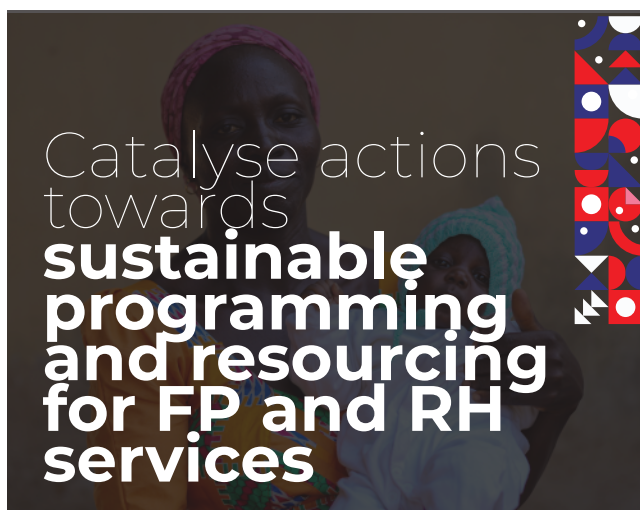
We were also part of the technical committee for developing operational guidelines for the new National Health Insurance Act 2021, which was officially launched in 2023 by the Honourable Coordinating Minister of Health and Social Welfare. SFH was also actively involved in the development of the operational guidelines for the Vulnerable Group Fund (VGF), as well as designing a resource mobilisation strategy to finance the fund, which is core to SFH's Vision of improving health outcomes by improving financial access to services and will impact on the over 40% of Nigeria's population that is living in multi-dimensional poverty. Currently, SFH is leading the integration, expansion and design of the health insurance benefit package to include HIV & AIDS, Family Planning, and Tuberculosis. We initiated and completed an actuarial analysis to determine the cost implication for the inclusion of these disease areas in the health insurance benefit package in the country.

In 2023, SFH also worked with the Government at sub national level to empanel 457 orphans and vulnerable children into state contributory schemes using equity funds in Kano state and is extending this to members of key population groups in 2024. SFH has also continued providing technical support at subnational level on the implementation of Basic Healthcare Provision Fund (BHCPF). SFH has membership in the State Oversight Committees in our supported states where we provide strategic technical assistance to both State Primary Healthcare Agency (SPHCDA) and State Social Health Insurance/Contributory Agencies (SSHIA) as well as supports state level supervision of the implementation in the 2 gateways. SFH also provide technical assistance at LGA, wards and Health Facility levels for development and implementation of annual and quarterly quality improvement and business plans to achieve stepwise improvement in the quality of healthcare services provided to the teaming enrollees as well as judicious use of the resources channeled to the Health Facilities through capitation and Direct Facility Financing.

Provide thought leadership in health governance, financing alternatives, and approaches

SFH is contributing significantly to the reform of health governance in Nigeria by providing thought leadership in the articulation of policy proposals and alternatives. We were actively involved in the Civil Society Organisation (CSO) engagement through the Universal Health Coverage (UHC) Forum and the development of a position on the New Nigeria Health Sector Renewal Investment Programme and the government's proposed Sector Wide Approach (SWAP) to health governance and delivery of health services in the country. We also contributed to designing a Legislative Health Agenda for the National Assembly Health Committees in the 10th National Assembly.

At subnational level, SFH has continued to play active role in supporting states plan and budget for health sector through the development of evidence based annual operational plans in the various supported states to ensure allocation of budget to fund high impact interventions. SFH has also been involved in budget advocacy with a number of CSOs to ensure allocation and release of at least 15% of the state budget to the health sector as enshrined in Abuja 2001 Declaration. Some of these advocacies have resulted in a significant increase in government spending on healthcare over the years.



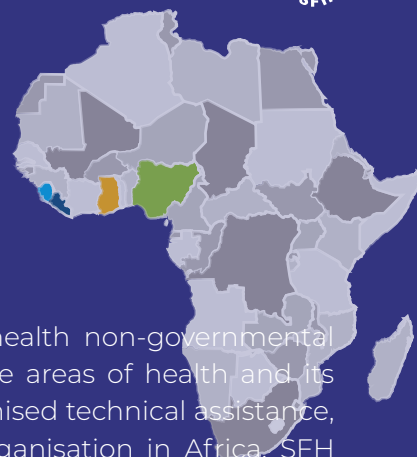
As part of the global FP2030 and adolescent advocacy agenda, SFH continues to advocate with host governments and other donors to increase investments in voluntary family planning as an important component of a country's food security and poverty reduction strategy, based on good analyses of demographic impacts on food production, availability, and consumption. We have supported the domestication of FP procurement guidelines and the development, costing, resourcing, and implementation of FP and RH policies and plans at the sub-national levels. We also supported the domestication of the State Funded FP Procurement Guidelines in Kano state, provided Technical Assistance and funding for the domestication and costing of the Adolescent and Youth Health and Development Policy in Ogun, Kaduna and Kano states and across other focal states, supported the development and costing of the HSSDP2 and AOP shaping the annual and multi-year prioritization of ASRH indicators in the country.



Insecurity and humanitarian crises have remained a top concern for us in 2023, with environmental shocks, and poor harvests deepening health needs. We continue to build new partnerships and shape policy responses with sub-national in areas affected by insecurity, violence and humanitarian crises. In 2023, we supported the Zamfara and Borno States to develop strategic documents in primary health care services, community service delivery, and facilitate the expansion of emergency health response activities. In Borno and Yobe states, we have supported the government in defining standards and sustainable funding for CHIPs. We have worked alongside other partners to support early recovery for the health system and continue to build resilience within the system by overcoming challenges around institutional arrangements, logistics and supply chain for health commodities and expanding Human Resources for Health, integrating public, private and community health systems.



SFH International



SFH is on its transition towards becoming the leading Pan-African public health non-governmental organisation and as a key opinion shaper in the conversations that affect the areas of health and its determinant including gender and social inclusion, global health security, organised technical assistance, youth programming as social enterprise. As the leading social enterprise organisation in Africa, SFH continues to invest and use outcomes of research to inform market growth, technical agenda and programmatic approach that have elevated impact West, East, Central, and Northern Africa. In this quest, we have established representative offices in Ghana, Liberia, Sierra Leone and continue to create newer ones towards driving the African development agenda of sustainability.

Our Collective efforts led to significant achievements in strategic indicators



12,582
DALYs Averted



5,245
Unintended Pregnancies Prevented



18,672
Couple of Years Protection (CYPs) Provided

Ghana



SFH is focusing on building and improving its service delivery models, particularly the use of technology, leveraging partnerships and integrating services to increase uptake of interventions and their integration with economic development activities, which are addressing drivers of poverty at the community level through empowering them with power to decide for themselves. In 2023, we significantly expanded access to quality life-saving commodities including family planning products across the regions of Ghana. Through our Family Planning/Reproductive Health and Social Franchise Programme, we have reach

over 20,000 households and engaged with over 5,000 individuals aged 18 to 34 via our product pages on various social media. In the area of capacity building, we conducted training sessions for more than 400 Community Pharmacists (CPs) and Over the Counter Medicine Sellers (OTCMS) from eight out of the 16 regions. The trainings focused on various aspects including family planning counselling, policies, standards, and protocols in Ghana, community-based family planning methods, data management, as well as counselling and referral skills. We actively participated in initiatives to influence health policy reforms, including the launch of the National Family Planning (FP) Week by the Ghana Health Service, which featured a high-level advocacy dialogue on domestic financing for family planning. Additionally, we contributed to the 4th Maternal and Child Health and Nutrition (MCHN) Conference under the theme "Strengthening Service Delivery for Quality and

Accessible RMNCAH&N Outcomes to meet the SDGs Midpoint and Beyond". Furthermore, we engaged in the Advocacy and Accountability Working Group (AAWG) meeting, focusing on the orientation of new tools provided by the UNFPA Supplies Partnership to enhance advocacy and accountability efforts for Domestic Resource Mobilisation (DRM) at the country level.

Sierra Leone



2023 marked the official launch of our country office with a head-start to test out social business partnership model, as a vehicle for delivering quality health products and UHC at the community level. To achieve our vision of achieving lasting health impact in Africa, we start to strengthen health systems from the ground up through the critical areas of partnership building, maternal and child health, clean water and sanitation, and empowering the informal private health sectors. We conducted training sessions for over 1,000 healthcare

providers, including pharmacies and drug stores, across the four provinces. The training focused on delivering healthcare messages covering Reproductive Health/Family Planning/Maternal and Child Health (RH/FP/MCH), Malaria, and non-communicable diseases. Additionally, we played a pivotal role as a decision partner in family planning related activities within the country. Our 40 years' experience has shaped the conversation that change lies in our communities, which is why we have work directly with communities and equip them with knowledge, skills and means to transform their health and wellbeing. We also collaborated closely with the Sierra Leone Ministry of Health as a key partner in the Technical Working Group for developing the condom policy strategy for the period 2024-2029.

Liberia



In Liberia, our efforts in market scoping have been instrumental in refining regulatory measures, facilitating the smooth introduction of our portfolio products into the local market. Lessons learned from our activities include the significant increase in HIV case identification through the utilisation of self-testing, especially with the support of genealogy testing. Challenges such as enforcing digital data reporting at the community level and limited motivation among healthcare workers persist. Moving forward, we aim to foster stakeholder engagement, promote a community-facility handshake approach for increased service

uptake, and leverage collaborative efforts to ensure sustainability. Institutionalising training programmes, strengthening supply chain management, and enhancing community-based self-care mechanisms are among our strategies for improving healthcare delivery and addressing challenges effectively in the coming year.

External evaluation of the SFH 2019-2023 Strategic Plan

In the period under review, the Society for Family Health (SFH) board commissioned an independent/external assessment of its Strategic Plan (SP) for 2019 – 2023. The review was undertaken by AKL & Associates, a governance and development firm based in the United Kingdom.

This evaluation happened between November – December 2023. The review was based on a conceptual/ analytical framework of three workstreams (the “rights”) – that is, the right things being done in the right ways to deliver the right results – 1) the right things: that is, how relevant is the SP in responding to Nigerian national health priorities and how well is SFH positioned in facilitating the achievement of the strategy? (Relevance and Coherence); 2) the right ways: to what extent is the SP being implemented as planned while ensuring robust internal governance and accountability? (Efficiency); and 3) the right results: how effective is the SP in meeting the strategy's objectives, and are the results sustainable? (Effectiveness and Sustainability including GESI). The review was predominantly desk-based, complemented by interviews with SFH stakeholders.

The review evaluates the SP's relevance, coherence, efficiency, effectiveness, and sustainability and its contribution to Nigerian national health priorities. The following findings follow.

Relevance and Coherence

The SP interventions align closely with Nigerian health priorities, addressing key areas such as universal access, healthcare delivery efficiency, community systems, financing, and partnerships. The plan also demonstrates strategic foresight by addressing emerging issues like humanitarian crises and the COVID-19 pandemic, reassuring the audience of SFH's adaptability and responsiveness. Moreover, institutional reforms, including internationalisation and devolution of SFH Access, have enhanced relevance and effectiveness.

Efficiency

SFH has demonstrated efficiency in financial management, with notable progress in expanding donor funding and optimising resources. Operating efficiency ratios (OER) reflect improvements, although the complexity of donor expectations may sometimes hinder agility. The COVID-19 pandemic facilitated IT system enhancements and better technology utilisation.

Effectiveness

SFH has shown significant progress in meeting health impact indicators and SP results, contributing effectively to national targets. Notable achievements include reaching targets for disability-adjusted life years averted and couple-years protection provided. Partnerships, training programs, and policy support initiatives under Strategic Directions 1 to 4 have furthered SFH's effectiveness in addressing health priorities.

Sustainability

SFH's sustainability measures include working through government and community structures, building capacity, and supporting policy development and implementation. Positive relationships with the government and evidence of policy impact demonstrate SFH's value as a partner and its contribution to sustainable health interventions in Nigeria.

Gender, Equity, and Social Inclusion (GESI):

SFH's focus on gender, equity, and social inclusion is evident through interventions targeting youth, persons with disabilities, and hard-to-reach communities. The organisation's engagement reflects community structures, and government-trained community engagement officers reflect a commitment to GESI mainstreaming and leaving no one behind.

Performance Highlights within the Strategic Plan (2019 – 2023) period



85,146,069

Reached with SFH Health Messages/Services/Products /Partnerships



20,709,341

Disability Adjusted Life Years (DALYs) Averted



2,013,600

Unintended Pregnancies Averted



5,089,033

Couple Year Protection (CYP) Provided

Key Supporters/Donors for the Year 2023



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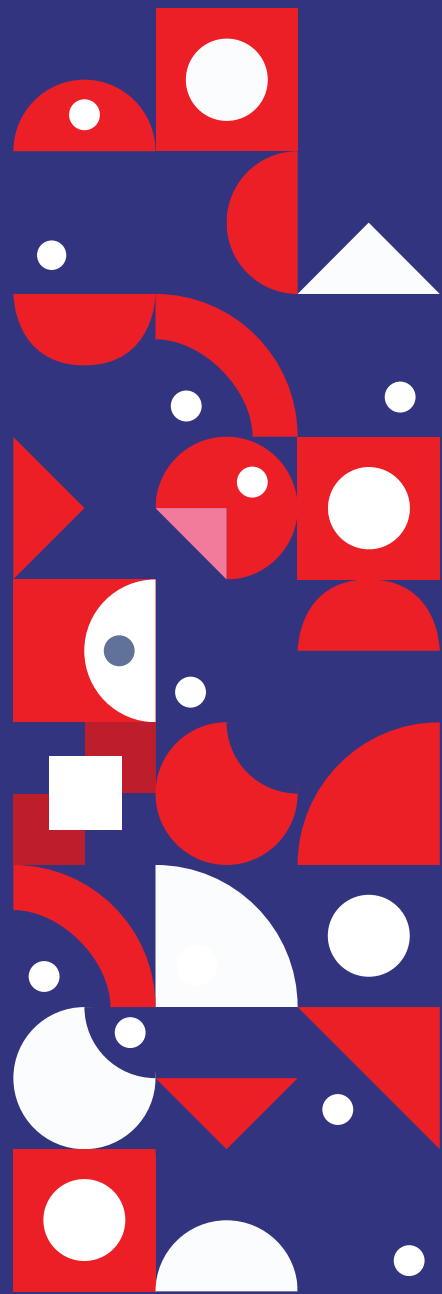
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