

TRANSFORM HEALTH

2025
**Annual
Report**



**Transform
Health**

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Message from the Executive Committee

On behalf of the Executive Committee, we would like to extend our sincere gratitude to our partners and donors for your continued commitment to Transform Health.

2025 was a year of profound disruption across global health and development. The sustained reductions in Official Development Assistance, and shifting geopolitical priorities reshaped the funding and policy landscape. Many of our partners and government counterparts faced institutional restructuring, funding withdrawals and uncertainty, with direct implications for programmes and reforms.

In this context, the central lesson of Transform Health's work became clearer than ever: **digital transformation is not primarily about technology – it is about politics, leadership and governance.** Where governments step forward with ownership, regulation and coordination, progress accelerates; where leadership falters, fragmentation persists. Despite the challenging environment, Transform Health deepened its influence, expanded its coalition to 230 partners, institutionalised youth leadership across all levels, and helped shape global and regional commitments that will define the next five years of digital health transformation. In 2025 alone, our work contributed to policy and governance reforms impacting over 500 million people across Africa, Asia and Latin America.

We are deeply grateful to our donors and partners whose trust and flexible support enabled us to remain adaptive, principled and ambitious during a year of uncertainty.

The next five years will determine whether digital health fulfils its promise for universal health coverage (UHC). We are committed to ensuring that it does.

The Executive Committee



Christoph Benn



Martin Leschhorn-Streble



Mathilde Forslund



Natasha Sunderji



Alejandro Arreola



Dycki Settle



Message from the CEO

Mathilde Forslund

2025 will be remembered as a year of turbulence and deep change across the international development sector that took its toll on many of our colleagues and partner organisations. However, we are a resilient sector with a clear mission, and five years left to achieve it. The shrinking resource base and changing international development context has pushed governments to assume greater responsibility for health and digital health, and has increased the imperative for collaboration. It has also generated renewed attention to the enabling environment and for government ownership and leadership, and to growing recognition of the value of multi-stakeholder coalitions such as Transform Health.

In 2025, Transform Health advanced critical policy, governance and investment reforms that are already shaping digital transformation for more than 500 million people in Kenya, Indonesia, Mexico, Ecuador and Senegal. Shifting donor priorities and institutional realignments highlighted how deeply development outcomes depend on political choices and the enabling environment for digital health. Over the year, the coalition continued to grow, reaching 230 partners and completing the integration of YET4H, thereby institutionalising youth leadership across governance and programmes. The Transform Health Youth Network now includes 65 youth-led organisations across national coalitions, supported by a six-member Youth Council and systematic youth representation in all key structures, including the Executive Committee. Transform Health's work is contributing to measurable population-level impact through policy and governance reforms.



Nairobi, Kenya 2025: Transform Health's mid-way strategy meeting with coalition partners and stakeholders.

This year also saw Transform Health play a critical role in shaping the broader ecosystem for digital transformation. We co-developed the [Roadmap to 2030](#) with more than 300 stakeholders, helped [secure Africa CDC's commitment](#) to a Continental Framework on Health Data Governance for AU adoption in 2027, launched the [Digital Health Investment Checklist](#), and kicked off the development of the Digital Health Investment Taxonomy with a partner steering committee including The Global Fund, OECD - OCDE, UNICEF, World Health Organization and The World Bank Group, to move the financing agenda from advocacy to implementation.

In December, we had the privilege of convening many of our partners in person, following our fifth anniversary celebrations, to collectively reflect on our journey, strengthen our strategy and align on the priorities that will guide our work towards 2030. The meeting was a powerful reminder that the coalition's impact and successes over the last five years have been made possible through the collaboration, leadership and shared ownership of partners across Transform Health.

2025 Key Highlights

January



Launch of the enhanced [Health Data Governance website](#) on Data Privacy Day, featuring new landscape reports, assessment tools and other resources to strengthen partner engagement and action on health data governance.

[LEARN MORE](#)

February



Africa CDC, Transform Health and HELINA issued a [joint call](#) urging African Union Member States to strengthen health data governance through political leadership, regional collaboration and coordinated action.

[LEARN MORE](#)

April



On World Health Day, the coalition officially [kicked off](#) the development of the Roadmap to 2030, launching a global consultation process to gather partner and stakeholder perspectives on trends shaping digital health transformation.

[LEARN MORE](#)

March



Transform Health hosted a special [International Women's Day podcast series](#) with partners, exploring critical issues at the intersection of gender, equity and digital health.

[LEARN MORE](#)

May



During WHA78, Transform Health and partners delivered a [joint statement](#) calling on WHO Member States to take bold action on digital health to accelerate progress towards universal health coverage.

[LEARN MORE](#)

June



At Africa Health ExCon 2025, Transform Health co-hosted a high-level roundtable on health data governance, culminating in [Africa CDC's commitment](#) to lead the development of a Continental Health Data Governance Framework.

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August



On International Youth Day, Transform Health convened its Annual Youth Forum, bringing together young leaders from across regions to discuss health data governance and youth leadership in advancing #HealthForAll.

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July



At the 2nd Global Initiative on Digital Health convening, Transform Health national coalitions showcased country case studies on workforce development, digital health reform and implementation progress in [Ecuador](#), [Indonesia](#) and [Kenya](#).

September



During UNGA80, Transform Health hosted a high-level convening and launched its [situation and trends analysis](#) to guide the development of the Roadmap to 2030: Health for All in the Digital Age.

[LEARN MORE](#)

October



During #AHTS25, Transform Health, Africa CDC, HELINA and GIZ co-hosted a three-day African Union Member States consultation to shape the vision and design principles for the Continental Health Data Governance Framework.

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December



During #GDHF25 in Nairobi, Transform Health convened partners for a strategic mid-point meeting, and soft-launched the Roadmap to 2030.

[LEARN MORE](#)


On #UHCday, Transform Health officially launched the [Roadmap to 2030: Health for All](#) in the Digital Age.

[LEARN MORE](#)

November



Transform Health hosted its 5th edition of Digital Health Week. As part of the week, Transform Health and partners convened the [Roadmap to 2030 Thematic Dialogues](#) bringing stakeholders together to refine collective actions across five core digital health themes.

[LEARN MORE](#)

Our contribution in numbers

KENYA



56 million people served in Kenya by the implementation of regulation set out in the Digital Health Act.



ECUADOR



18 million people served in Ecuador by the government's adoption and implementation of a national digital health policy.



GLOBAL



770 million people served in 13 countries, across **Africa, Asia** and **Latin America**, by providing technical support to strengthen their national health data governance frameworks.

INDIA



81 million people served in Rajasthan, India by the accelerated adoption and use of digital health across the State.



MEXICO



132 million people served in Mexico by more robust health data governance legislation and the accelerated adoption of digital health and interoperable systems.



SENEGAL



18 million people served in Senegal by the adoption of the national digital health policy.



INDONESIA



283 million people served in Indonesia through a digital health curriculum, adopted by 26 public health institutions, leading to greater efficiencies at the primary healthcare level as health workers are trained to use digital tools and technology.



Global tools developed for governments to strengthen their health data governance

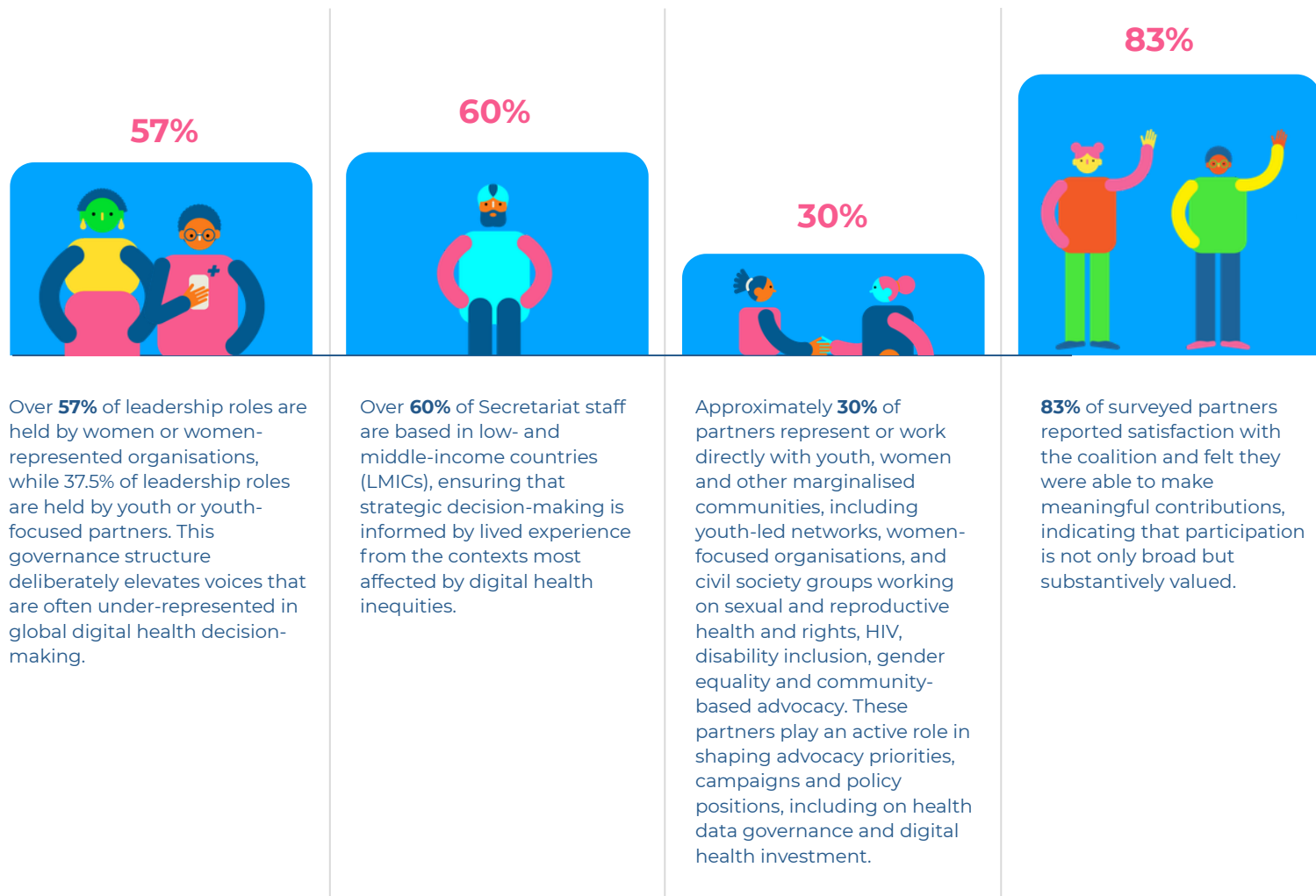


24 national health data governance landscape reports produced



1300+ stakeholders engaged, including **300+** young people, to shape equitable, rights-based frameworks, and tools

Equity and Inclusion



Advancing the digital transformation of health through our three strategic objectives:

Building political will and creating an enabling environment



[Go to page](#)

Strengthening health data governance



[Go to page](#)

Ensuring more and better funding for digital health transformation



[Go to page](#)

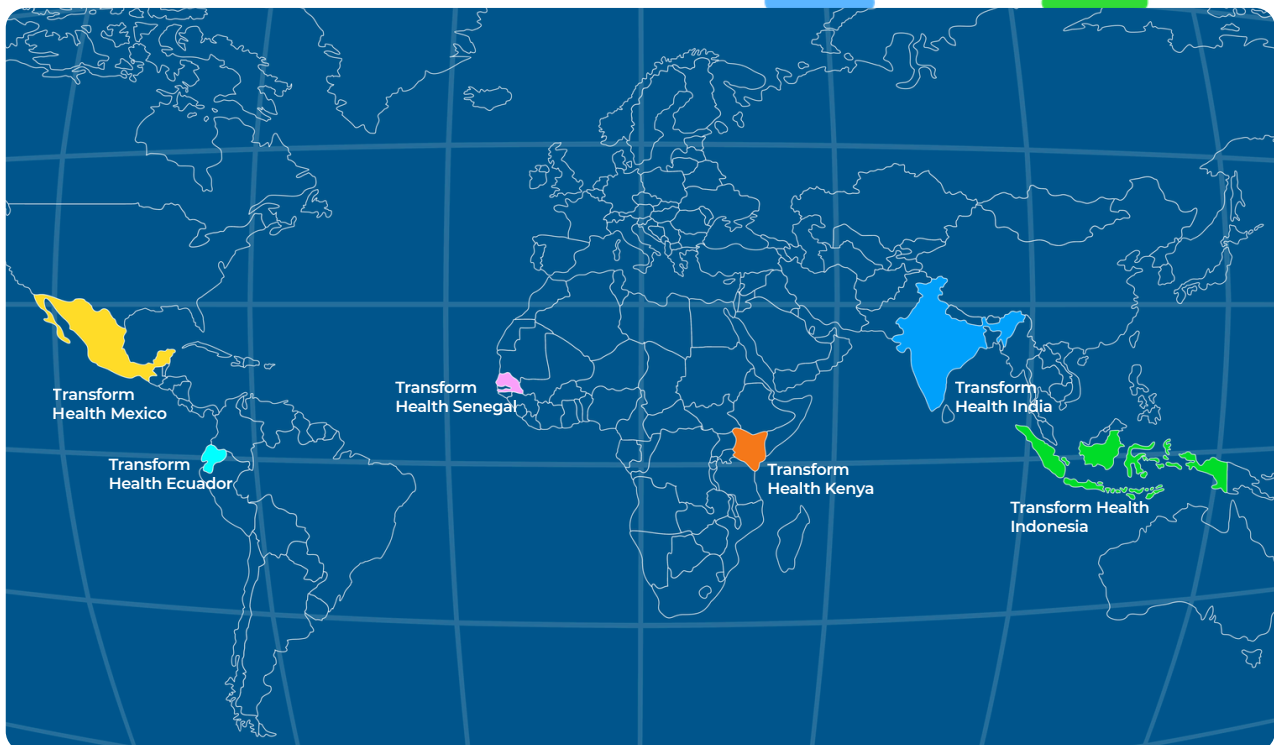
Building political will and creating an enabling environment

2025 provided us all with a salutary reminder that politics matters. Political decisions have direct implications on programmes across all sectors, and unless we address this critical dimension of social change and development, all interventions remain at risk.

Despite the turbulent political context, Transform Health has made substantial progress in building political will and creating an enabling environment for digital transformation to accelerate UHC.



National Coalitions



Transform Health Kenya



Kenya: 2025 Devolution Conference; co-hosted event led by Transform Health Kenya

Transform Health Kenya's 2024 support to the Ministry of Health (Directorates of Health Financing, Digital Health, Policy and Research) in developing regulations to operationalise the Digital Health Act 2023 bore fruit in 2025 with the publication of the Health Information Management Regulations, E-Health Applications and Data Exchange Regulations in the Kenya Gazette.

These regulations aim to create a secure, integrated health system, protect patient data and standardise technology across the sector.

Coalition partners leveraged their networks among policymakers and within the Digital Health Agency to support passage of these regulations, which are critical to implementing the Digital Health Act. Transform Health Kenya has now developed a new strategy that prioritises supporting full implementation of these frameworks in 2026. Building on earlier work with Kisumu County to develop the first County Digital Health Roadmap, Transform Health Kenya and the Centre for Fiscal Affairs co-hosted a side event, Bridging Gaps: Digital Health as a Driver and Enabler of Equity in Devolved Systems, during the 2025 Devolution Conference. The discussions laid the foundation for greater collaboration to accelerate the adoption of the county-level digital health roadmaps.

Transform Health Senegal



Senegal: Legislators attending a capacity development workshop on the forthcoming digital health law

Transform Health Senegal worked closely with government partners and legislators to accelerate digital transformation of the health system in support of UHC.

The coalition held strategic meetings with the Cellule de la Carte Sanitaire et Sociale, de la Santé Digitale et de l'Observatoire de la Santé (CSSDOS) and the One Health Programme attached to the Primature, leading to Transform Health Senegal's invitation to join the Digital Technical Committee and to participate in quarterly government coordination meetings.

A partnership meeting on 21 July 2025 helped renew collaboration with CSSDOS and align priorities around a national digital health roadmap.

The coalition also worked with government and legislators on the draft Digital Health Law, organising an orientation workshop for members of parliament from key committees (Health, Population, Social Affairs, National Solidarity, Law and Finance) to raise awareness of the law and its implications.

The workshop brought together 25 parliamentarians and 49 stakeholders from the government, the digital health unit of the Ministry of Health and Social Action, and the wider digital health ecosystem with a clear objective - mobilising support for the new law.

Transform Health Ecuador



In 2025, Transform Health Ecuador supported digital health reform in a complex political context marked by frequent changes in government and institutional mandates.

Despite this volatility, the coalition continued to support the Ministry of Health to develop the digital health policies, institutional training and to coordinate multi-stakeholder collaboration to deliver the 10 year health strategy.

Following the development and launch of the National Policy for the Digital Transformation of the Health Sector (2024–2034) in December 2024, Transform Health Ecuador worked closely with the Ministry of Public Health and other institutions to support early operationalisation.



Working group with civil society organisations representing target groups: women, young people, people with disabilities, the LGBTIQ+ community etc. (Quito).

The coalition prioritised engagement with technical leads rather than frequently changing political appointees, helping to sustain progress on governance, interoperability and data use.

Workforce capacity was identified as a critical barrier to digital health and coalitions partners and the government agreed this should be a major focus. In partnership with the Ministry of Public Health, Transform Health Ecuador supported the development and roll-out of three national certification courses on digital health fundamentals, interoperability and health data governance, reaching over 7,600 health professionals. This institutionalised approach embeds capacity-building within government systems and reduces dependence on individual administrations.

To address the needs of the incoming workforce, the coalition led digital health education reform, working with universities and regulatory stakeholders to integrate digital health competencies into health curricula. By 2025, five universities had formally adopted these competencies, aligning academic training with national digital health priorities. In parallel, Transform Health Ecuador strengthened public awareness and youth engagement on health data governance through the My Data, Our Health campaign. Activities focused on data rights, ethical data use and citizen participation, with an emphasis on youth, women and civil society. More than 2,000 people were engaged through in-person and virtual events, and over 1,000 completed the campaign survey, while community-led actions reached students, rural populations and marginalised groups. This work helped shift digital health reform in Ecuador from policy articulation toward early-stage implementation, strengthening institutional capacity, workforce readiness and public engagement to sustain digital transformation across political cycles.

Transform Health Mexico



In 2025, Transform Health Mexico reinforced the foundations for coordinated digital health reform by convening a national, multi-sector coalition and advancing concrete policy, technical and subnational initiatives in support of UHC.

The coalition, comprising 27 organisations across government, academia, civil society and the private sector, operated through structured workstreams on interoperability, legislation, education and subnational transformation.

Coalition members finalised a [Digital Health Transformation and Interoperability Guidelines](#), co-created with partners including the National Autonomous University of Mexico (UNAM), the National Institute of Respiratory Diseases (INER), the Chamber of Deputies and regional networks. The guidelines supports implementation of the General Health Law as it relates to digital health, promoting ethical, safe, reliable, equitable and sustainable use of digital technologies and interoperable systems nationwide.

At state level, Transform Health Mexico partnered with the Government of Aguascalientes to pilot the country's first State Digital Health Transformation Plan.

Application of a Digital Health Maturity Index across more than 80 primary health-care units informed a phased, costed implementation plan and generated interest from other states, including Nuevo León.

The plan provides a strategic, systematic approach to digital transformation, reducing duplication and fragmentation and supporting sustainability and scale.

The coalition also advanced digital health workforce development by creating a Circle of Digital Health and Artificial Intelligence Education, bringing together over 20 academic and professional institutions. Recommendations for strengthening digital health competencies in curricula led to a 30% increase in digital health content at UNAM and catalysed new micro-credentials, strengthening the pipeline of digitally skilled health professionals.



Mexico: Coalition members' meeting

Transform Health Indonesia



2025 was a reset year for the coalition in Indonesia - the coordination of the coalition transitioned from the Indonesia public health association (IAKMI), to the Center for Indonesia's Strategic Development Initiatives (CISDI).

We thank IAKMI for their leadership in establishing and coordinating Transform Health Indonesia during its first two and a half years. IAKMI will continue to actively participate in the work of the coalition as a fully integrated partner.



Indonesia: Digital health curriculum launch

Transform Health India



In India, shifts in the political and economic landscape prompted a change in the coalition's national coordination from the WISH Foundation, which underwent an institution refocus and a change in strategic direction, to PATH India, now working with partners to coordinate Transform Health India - Rajasthan.



India: Coalition members' meeting

We wish the WISH Foundation the very best on its new journey!

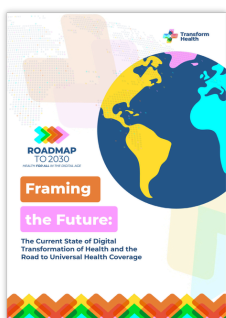
At global level: Roadmap to 2030



In 2025 Transform Health embarked on an ambitious initiative to coordinate global and national action digital transformation of health systems to accelerate UHC by 2030

The Roadmap to 2030 is a five-year, multi-stakeholder plan co-created with governments, civil society, youth networks and global experts to strengthen the enabling environment for sustainable, equitable and rights-based digital health.

 <p>GOAL 1</p> <p>Inclusive, people-centred digital health ecosystem</p> <ul style="list-style-type: none"> Equity & norms Participatory governance Community co-design 	 <p>GOAL 2</p> <p>Rights-based digital health & health data governance frameworks</p> <ul style="list-style-type: none"> Framework convergence Strong regulation Civic oversight 	 <p>GOAL 3</p> <p>Coordinated, sustainable investment aligns with national priorities</p> <ul style="list-style-type: none"> Predictable budgets Aligned financing Local level investment 	 <p>GOAL 4</p> <p>Strong governance structures & national leadership</p> <ul style="list-style-type: none"> National coordination Cross-government action Integrated planning 	 <p>GOAL 5</p> <p>Interoperable, secure, sustainable digital health architecture</p> <ul style="list-style-type: none"> Sustainable infrastructure Standards adoption Scaled interoperability
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To inform the Roadmap, we developed a comprehensive situation and trends analysis, Framing the Future – The Current State of Digital Transformation of Health and the Road to Universal Health Coverage. Its core finding is clear: impact is not determined by technology, but by politics. Where governments show ownership through clear digital strategies, financing frameworks and accountability mechanisms, digital systems scale and endure; where leadership is weak, progress remains fragmented and inequities persist.



Key insights from 'Framing the future' - situation and landscape analysis



Pilots do not transform systems and must be sustainably scaled



Government leadership is critical and is too often missing



Integration not fragmentation

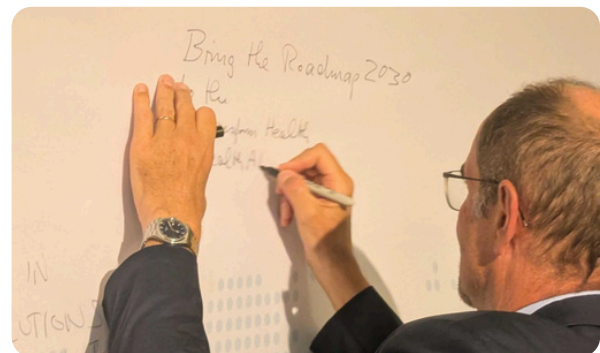


Inclusion matters, without it, **equity gaps** will widen

The report was launched at the **80th UN General Assembly** in September 2025 at a high-level event government leaders, UN agencies, civil society, youth and philanthropy for a dialogue on its implications.

Speakers from governments and global institutions reflected on the analysis and issued collective commitments across governance, financing, equity and accountability that directly shaped the Roadmap.

The Roadmap itself was then co-developed through five global dialogues and multiple national consultations during Digital Health Week 2025, bringing together more than 300 people from over 70 organisations, including parliamentarians and youth networks, implementers and funders.



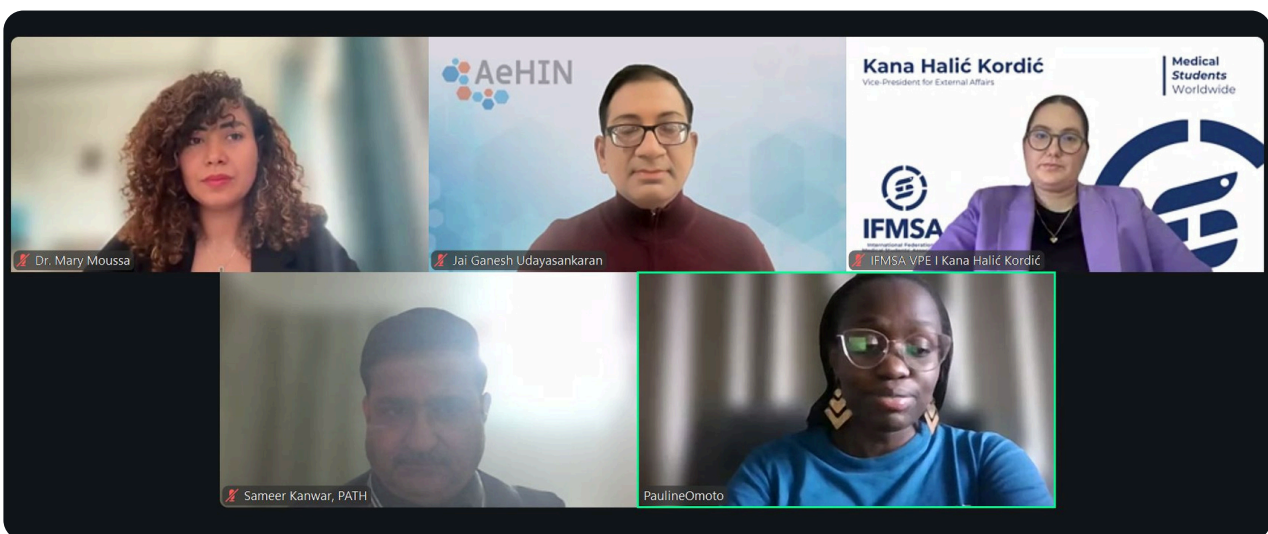
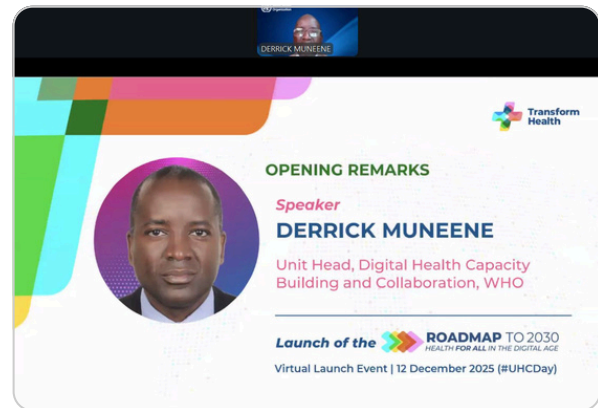
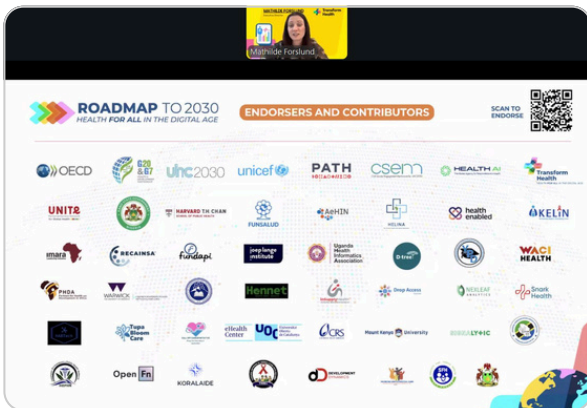
UN General Assembly 2025: Roadmap to 2030 high-level event; launching the situation and trends analysis

Their contributions were consolidated into a draft Roadmap, released for public consultation, and then presented at the Global Digital Health Forum (GDHF) in Nairobi, where partners such as the Gates Foundation, Africa CDC, Amref Health Africa and WHO highlighted its focus on sequencing the “true building blocks” of transformation, especially regulation and governance.



Global Digital Health Forum 2025: Plenary keynote session to introduce and announce the Roadmap to 2030

[The Roadmap to 2030](#) was formally launched on UHC Day (12 December) during an online event featuring WHO, youth representatives and national coalitions. It now provides a shared set of priorities, milestones and actions that governments, funders and implementers can use to align investments, track progress and hold one another accountable. Transform Health will work with partners over the next five years to promote uptake of the Roadmap and to monitor how far collective action delivers on its commitments.



UHC Day 2025: High-level virtual launch event to officially launch and roll-out the Roadmap to 2030

Strengthening health data governance

At national level

By the end of 2025, 13 countries across Africa, Asia and Latin America were using [Transform Health's technical support package](#) to review and strengthen their national health data governance legislation.

Through this work, governments are moving from fragmented and outdated data protection laws to more coherent, health-specific and rights-based frameworks that can support safe data use, protect people's rights and enable responsible AI in health.

Our approach



Engage stakeholders

Engaging the government and key stakeholders to build buy-in and ownership from the outset, and to ensure an inclusive multi-stakeholder process.

National Demand & buy-in



Review laws & regulations

Review of the national legislative and regulatory landscape as it relates to the governance of health data.

Tools: Legislative Assessment Tool; Health Data Governance Principles



Assess gaps & map needs

Assessing gaps in national legislation and regulations; identifying areas to be strengthened (through existing or new laws); and mapping what is needed for this.

Tool: Model law (Blueprint) and implementation guide



Convene national workshop

Convening national stakeholders to validate gaps and needs and align on a way forward to strengthen the national framework.

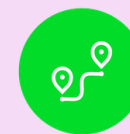
Ensure government & stakeholder participation



Develop national roadmap

Developing a national roadmap outlining actions, roles, timelines, resources, and structures needed to update and/or develop health data governance laws and regulations.

Secure wide stakeholder buy-in



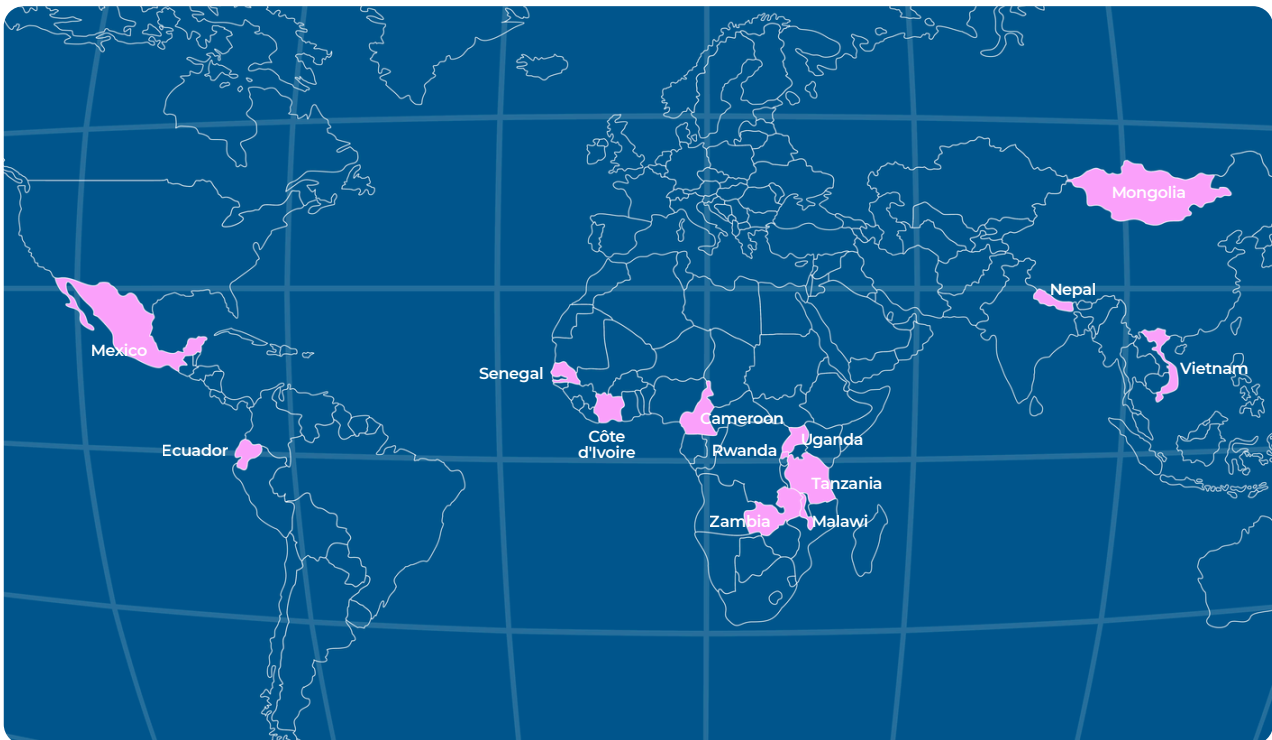
Implement roadmap

Drafting and enacting new or updated laws and regulations. Implementing structures and allocating resources to support this.

Owned and led by government

Transform Health supports countries through a structured, multi-phase process: building political buy-in and ownership; reviewing existing laws and regulations; assessing gaps and priorities; convening national stakeholders to agree on a way forward; and developing a roadmap to update or develop health data governance laws.

This approach is underpinned by a package of tools that includes a legislative landscape assessment [tool](#), [Health data Governance Principles](#), [Model Law](#) and [implementation guide](#).



In Africa, we have been working with **Cameroon, Côte d'Ivoire, Malawi, Rwanda, Senegal, Tanzania, Uganda and Zambia**. In **Asia**, we support **Mongolia, Nepal and Vietnam**; in **Latin America**, we work in **Ecuador and Mexico**.

In Senegal, for example, Transform Health Senegal facilitated [a half-day session on the draft digital health law](#) attended by 49 stakeholders, including 25 parliamentarians, to mobilise political support for its enactment.





Rwanda: National workshop co-hosted with Ministry of Health, Rwanda and Rwanda Health Informatics Association (RHIA)



Nepal: Welcome Speech by IHIMS Section Chief



Nepal: Presentation by Mr. Jhabindra Bhandari



Nepal: Group Discussion - Group B



Nepal: Group Work - Group A



Nepal: Feedback from participants

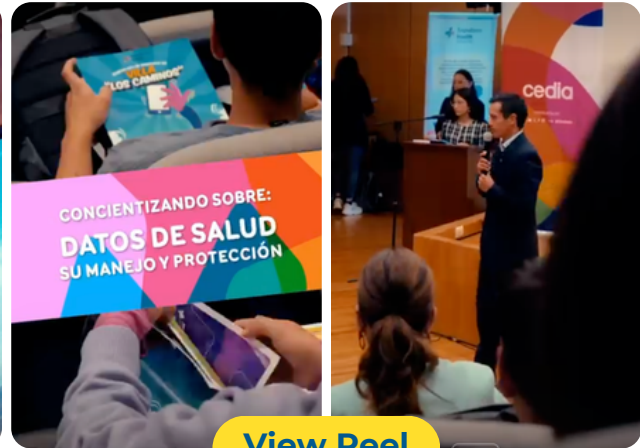
Nepal: National workshop co-hosted with the Nepal Ministry of Health and Population and Asia eHealth Information Network (AeHIN)

MY DATA OUR HEALTH

Through the *My Data, Our Health* campaign, we are also building public and political awareness of health data governance. In Ecuador, the coalition engaged more than 2,000 people through in-person and virtual events focusing on data rights, ethical data use and citizen participation, with a deliberate emphasis on youth, women and civil society.



[View Reel](#)



[View Reel](#)

Community-led campaign actions included sensitisation activities, letters to the Ministry of Health, virtual outreach and advocacy engaging students, rural populations and marginalised groups.



[Read article](#)



Field visits: in-person event at UTN with youth communities, (Ibarra).

At regional level

Transform Health and partners have played a key role in advancing dialogue and political commitment towards a Continental Framework on Health Data Governance in Africa.

Through sustained engagement with the Africa CDC Flagship Initiative on Health Data Governance and participation in high-level events – including the Africa HealthTech Summit, AU Summit and Africa Health ExCon – we helped to build consensus on the need for stronger national and regional leadership in this area.

A major milestone in 2025 was Africa CDC's commitment to lead the development of a Continental Health Data Governance framework for adoption by AU Member States at the AU Summit, which was announced at the Africa Health ExCon Conference in June at a high-level roundtable organised together with AUDA-NEPAD and Transform Health.

We continue to build political support for the framework through ongoing engagement with governments in the region, convening Member State and multi stakeholder sessions during key regional meetings, and through engagement with regional stakeholders, including through co-chairing the Africa CDC Flagship Initiative on Health Data Governance. We also continue to support Africa CDC in the development of the framework, providing technical input and supporting Member state Consultations.



Africa Health ExCon 2025: High-level convening, calling on governments and stakeholders to commit to making health data governance a continental priority.

In December, during the Global Digital Health Forum, Transform Health, together with Africa CDC and The Pan African Health Informatics Association (HELINA), convened an event on **“Health Data Governance: Advancing a Continental Framework for Africa”** where we presented the first draft of the African Continental Framework on Health Data Governance, and spotlighted the leadership of governments across the continent - including Rwanda, Uganda and Zambia - who are advancing this agenda nationally, regionally and globally.

Countries discussed how the Framework can strengthen national legislation, promote regional harmonisation, and build public trust through equitable, secure use of health data. We also engaged governments during the HealthAI Global Governance Forum, bringing together government leaders from India, Vietnam and Zambia, together with stakeholders from multilateral organisations, civil society, the private sector and youth to discuss the need for robust health data governance as an essential foundation for responsible AI in health. These events build support for stronger health data governance and promote country leadership, which in turn translates into national action.



Global Digital Health Forum 2025: High-level session on the Continental Framework



(Africa HealthTech Summit 2025: Opening ceremony, seeing the announcement from Africa CDC for the development of the Continental HDG Framework



Global Digital Health Forum 2025: High-level session unpacking Africa’s progress towards a Continental health data governance framework

Transform Health also initiated a three-year collaboration with WHO’s Western Pacific Regional Office to strengthen health data governance in that region. This partnership focuses on awareness-raising, support to national frameworks, and development of regional guidance aligned with the Health Data Governance Principles and the Model Law.

At global level

At global level, Transform Health is working with governments and partners to build political support for a global health data governance framework endorsed through a World Health Assembly resolution, informed by the [Health Data Governance Principles](#) and the [Model Law](#).

In May 2025, we co-organised a side event at the 78th World Health Assembly on **“Strengthening health data governance regulation in the age of AI: the risk of inaction”**, bringing together speakers from Poland, the Philippines, Ethiopia, Nepal and WHO to discuss the importance of global standards for data and AI regulation.



Health AI Global Governance Forum 2025: Session to align agendas for ethical and equitable data use



World Health Assembly 2025: Co-organised side event on strengthening health data governance

In December 2025, we convened a session during the **HealthAI Global Governance Forum** with government leaders from India, Vietnam and Zambia, as well as multilateral, civil society, private sector and youth representatives, to explore health data governance as a foundation for responsible AI in health.

These engagements are building consensus on the need for a global framework that will help countries develop robust, compatible legislation based on common principles of human rights and equity. Such a framework would also build trust across jurisdictions and facilitate responsible cross-border use and transfer of health data for individual care and public benefit.

Ensuring more and better coordinated funding for digital health transformation

At national and global levels, Transform Health made good progress in advancing more transparent, coordinated and accountable digital health investment.

In Senegal, the coalition developed an action plan for resourcing and budget allocation for digital health, identifying specific government actions, a roadmap for implementation and roles for coalition partners.

The coalition engaged the Ministry of Health and Public Hygiene to commit to allocating a share of the health budget to digital transformation by 2030, and continues to work with government partners.

At the global level Transform Health continued its engagement for more and better coordinated funding for digital health through the launch of the Digital Health Investment Checklist, which has since been endorsed by 20 organisations and can support governments and partners to guide equitable, rights-based investment decisions.

Digital Health Investment Checklist

Key considerations for more equitable and accountable investment to advance Universal Health Coverage

Strategic Considerations



Supporting UHC goals



Equity & Inclusion



Alignment & Coordination



Sustainability



Scalability



Localisation & Learning

Priority Investment Areas

Does the investment prioritise at least one of the following investment areas?

- | | |
|---|--|
| <input type="checkbox"/> Leadership and governance | <input type="checkbox"/> Workforce |
| <input type="checkbox"/> Strategy and investment | <input type="checkbox"/> Data use ecosystem |
| <input type="checkbox"/> Services and applications | <input type="checkbox"/> Change management |
| <input type="checkbox"/> Standards and interoperability | <input type="checkbox"/> Surveillance and response systems |
| <input type="checkbox"/> Digital connectivity and infrastructure | <input type="checkbox"/> Digital financial systems and transactions |
| <input type="checkbox"/> Legislation, regulation, standards policy and compliance | <input type="checkbox"/> Digital supply chain management |
| <input type="checkbox"/> Does a percentage of your investment support foundational areas, such as digital public infrastructure, leadership and governance, workforce capacity? | <input type="checkbox"/> Is the investment aligned to the Health Data Governance Principles? |



The Digital Health Investment Checklist is endorsed by the above 20 organisations

Youth Engagement

Transform Health made significant progress in embedding youth leadership across its governance and operational structures. The coalition formally integrated Young Experts; Tech for Health (YET4H) as Transform Health's Youth Engagement Initiative, and set up a Youth Council, creating a permanent mechanism for young people to shape strategic direction and influence decision-making.

Youth representatives held seats on the Executive Committee, ensuring their perspectives informed high-level governance. In addition, young leaders contributed actively across seven technical committees, working groups, and circles, bringing their insights directly into policy development, advocacy planning, and technical discussions on digital health, data governance, and universal health coverage (UHC).

In partnership with its Youth Council, youth network, and coalition members, we launched a [Youth Call to Action on Digital Health Equity](#), grounded in insights from more than 300 young people across diverse regions.



Health AI Global Governance Forum 2025: Youth call to action launch event

These youth-driven priorities were presented at major global and regional policy events, including the World Health Assembly, the United Nations General Assembly, the Africa Health Tech Summit (AHTS), and the Global Digital Health Forum. Through these platforms, young people engaged directly with policymakers and stakeholders, ensuring that youth perspectives shaped ongoing debates on digital health transformation and equity.

Over the last year the Transform Health Youth Network has expanded to more than 65 youth-led organisations across six national coalitions, creating a vibrant platform for collaboration, mobilisation, and shared learning on digital health and UHC. Beyond national efforts, the coalition supported the institutionalisation of the Youth in Digital Health Network (YiDHN) at the Africa Centres for Disease Control and Prevention (Africa CDC), strengthening regional coordination and ensuring youth leadership is embedded in continental digital health governance.



World Health Assembly 2025: Youth focused session, led by Transform Health's youth initiative

During a Youth in Digital Health Ministerial Breakfast at the AHTS our Youth Policy Officer, Caesar Kaba Kogoziga, emphasized the importance of a continental health data governance framework, the lack of which has

“a huge impact on the uptake of digital health platforms and the ability of youth innovators to bring their innovations to life and scale them for the benefit of the entire continent.”



World Health Assembly 2025: Youth focused session, led by Transform Health's youth initiative



Africa HealthTech Summit 2025: Intervention by Caesar, Transform Health's youth policy officer

Thought leadership

In 2025, Transform Health developed 11 substantive reports and policy briefs, spanning global and country-level priorities. We also issued 24 [national health data governance landscape reports](#).

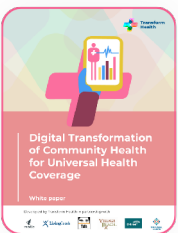
At the global level, the coalition produced six major policy outputs, including:



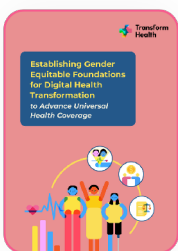
[Framing the Future: The Current State of Digital Health Transformation and the Road to Universal Health Coverage](#): a situation and landscape analysis to inform the development of the Roadmap to 2030.



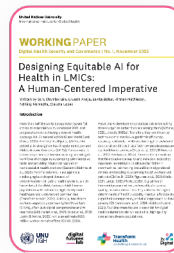
[The Roadmap to 2030 - Health for All in the Digital Age](#): a five-year, multi-stakeholder plan to accelerate digital transformation of health systems towards achieving universal health coverage by 2030.



[Digital Transformation of Community Health for Universal Health Coverage](#): a white paper setting out the coalition's position on community health, with recommendations.



[Establishing Gender Equitable Foundations for Digital Health Transformation to Advance Universal Health Coverage](#): and a gender-equity policy brief setting out the coalition's positions, with recommendations.



[Designing Equitable AI for Health in LMICs: A Human-Centered Imperative](#): a working paper developed with the United Nations University International Institute for Global Health.



[The Youth Call to Action on Digital Health Equity](#): capturing the insights of 300 young people from diverse regions on digital health.

These publications set out the positions of the coalition and provide solid recommendations to decision makers. They have received a lot of coverage on social media.

At the national level, coalition partners in Ecuador developed two policy and technical reports, including a [digital health curriculum pilot](#).

Mexico developed a [state-level digital health planning](#) assessment and report as well as an [interoperability guideline](#), directly supporting policy dialogue and decision-making processes.

Transform Health Senegal developed an [action plan for the resourcing and budget allocation for digital health](#).

All of these publications helped inform and influence national government policies and legislation, towards coalition priorities and objectives.

Media coverage

Transform Health has made great strides in building public and political understanding on the issues we work on. **In 2025 the coalition generated 352,478 social media impressions.**

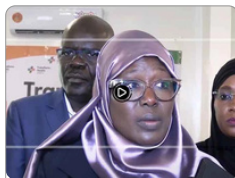
Engagement was driven by sustained campaign activity around global moments including the WHA, UN General Assembly, GDHF, Digital Health Week, and the launch of the Roadmap to 2030 initiative.

Transform Health also achieved significant media coverage, and was covered **in the press 17 times** with reports and stories that included a high-profile op-ed co-authored by Transform Health's CEO, a citation in a WHO Bulletin editorial, and earned coverage linked to major global and national policy convenings across Africa and Latin America.



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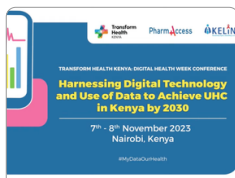
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This coverage contributes to shaping public opinion and political understanding of the issues and forms part of a deliberate influencing strategy to ensure the coalition's policy concerns become political priorities.

Coverage of the AU health data governance roundtable in Africa CDC channels helped secure follow-up requests from three ministries to engage with the Model Law, while Digital Health Week television and radio segments in Kenya and Senegal increased demand from parliamentarians for briefings on digital health legislation.

Coalition growth and development

Transform Health's coalition continues to grow in both scale and depth.

We now convene 230 partners globally and nationally, including 134 organisations across our six priority countries. Nearly half of our partners represent youth, women and marginalised communities

– a commitment to inclusive representation that actively shapes policy priorities, advocacy strategies and accountability mechanisms at every level.

The integration of YET4H marks a significant milestone for the coalition. Youth engagement is now structurally embedded in Transform Health's governance and programme design, ensuring sustained intergenerational leadership.

230 Partners Nationally & Globally



134

National partners
(across our 6 NC countries)



96

Global partners



50% of our partners represent marginalised and excluded communities and agendas.

Learnings

Transform Health commissioned a mid-term evaluation of our national level work. The evaluation found that the coalition has become a credible, authoritative convener in national and global digital health policy. Transform Health's coalition model adds clear value and fills coordination gaps, brings in under-represented voices, and provides technically robust, decision-ready outputs that governments and regional bodies can readily adopt.

Assessment Dimension	Rating	Key Evidence
Overall Programme Status	● On Track	Strong delivery across all six countries; implementation is the planned next stage of the 2030 cycle, actively underway.
Objective 1: Enabling Environment	● On Track	Laws enacted, policies adopted, institutions established; implementation is the planned next frontier in every country.
Objective 2: Convening & Advocacy	● On Track	Programme's strongest area; coalition rated as credible, trusted, and effective by all stakeholders across all six countries.
Objective 3: Communications & Reach	● Delivered	Strong federated brand and public reach; Phase 2 priority is enhanced impact documentation and post-campaign tracking.
Theory of Change Validity	● Validated	Core casual assumptions confirmed across all six countries; national context-specific change pathways well-established.
Equity & Inclusion	● Moderate Strengthening	Breadth of participation strong in all countries; Phase 2 deepens documentation of how marginalised voices shape policy content.
Sustainability Foundations	● Active Strategic Focus	Governance structures in place across all six countries; securing implementation financing is the coalition's active Phase 2 Priority.

However, the evaluation highlights the need to more actively use and regularly update national Theories of Change, sharpen strategic communication to avoid perceived "scope drift", and better document how marginalised voices concretely shape policy content, not only participation processes. Transform Health is committed to acting on these learnings and recommendations.



**Transform
Health**