



CASE STUDY

Catalyzing a Shift Toward Sustainable Health Financing for NCDs in Kenya

Early Results from the Financing Accelerator Network for NCDs (FAN) in Sub-Saharan Africa



1. CONTEXT

Noncommunicable diseases (NCDs), including cardiovascular diseases, cancers, diabetes, and chronic respiratory diseases, account for approximately 41% of deaths¹ and nearly 50% of hospital admissions in Kenya². Despite this growing burden, financing for NCD prevention and control has historically been fragmented, with programs often oriented toward service delivery rather than long-term investment planning. Financing discussions have frequently focused on treatment needs for individual diseases, rather than integrated approaches that support prevention and sustainable financing for health.

At the same time, Kenya is implementing major health financing reforms under the Universal Health Coverage (UHC) agenda, including the Social Health Insurance Act (2023), which established the Social Health Authority and introduced new pooled financing arrangements for primary care and chronic conditions³. These reforms aim to improve financial protection and strengthen strategic purchasing of health services. They also create an important policy window to better position NCD prevention and treatment within national planning and budgeting processes by strengthening the use of economic evidence and investment cases.

The Financing Accelerator Network for NCDs (FAN) supports countries in Sub-Saharan Africa to strengthen health financing for NCDs through three complementary functions:



FAN FORESIGHT

Technical expertise and analytical support



FAN FORUM

Cross-country learning and peer exchange



FAN FUND

Catalytic seed funding to advance country-led NCD financing programs

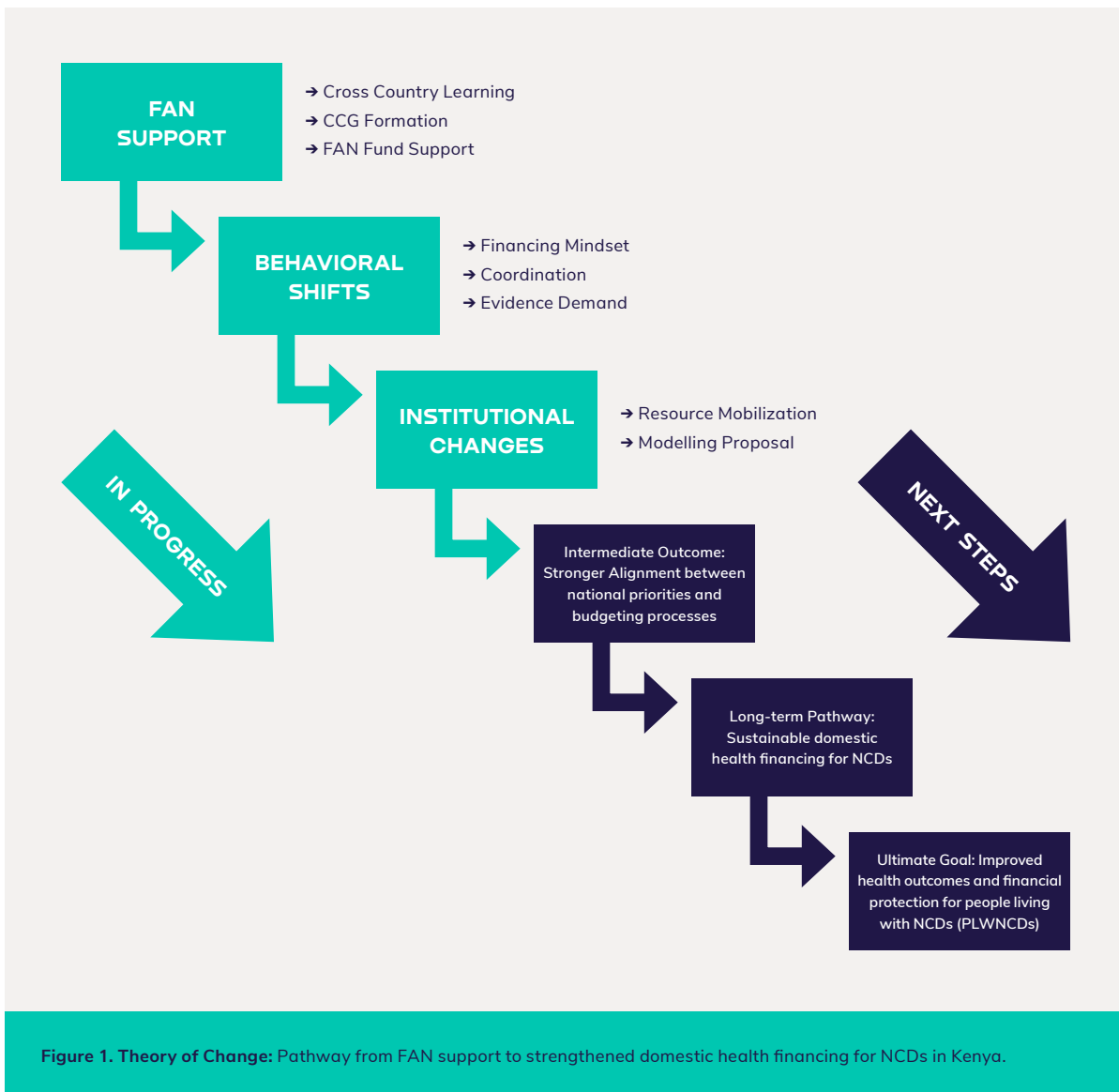


2. OUTCOME HARVESTING APPROACH

This case study applies an Outcome Harvesting approach to identify early progress associated with FAN engagement in Kenya. Outcome Harvesting focuses on documenting observable changes in behaviors, relationships, actions, practices, and institutional arrangements that influence policy and financing processes.

Findings are based on qualitative consultations conducted in March 2026 with members of FAN's Country Core Group (CCG) in Kenya, including representatives from the Ministry of Health and the Kenya NCD Alliance, complemented by a review of program documentation and outputs from FAN-supported activities, including cross-country learning workshops and proposal development processes.

Given the relatively short timeframe since FAN engagement began in 2025, the analysis focuses on early changes that signal progress toward strengthening domestic health financing for NCDs, particularly shifts in coordination, technical engagement, and use of economic evidence to inform resource allocation decisions.



This figure illustrates how FAN support contributes to early behavioral and institutional changes that strengthen alignment between technical priorities and national budgeting processes, supporting progress toward sustainable domestic health financing for NCDs.

3. FAN SUPPORT TO KENYA

Since joining FAN as a member country in 2025, Kenya has undertaken several catalytic activities to strengthen its national capacity to prioritize and mobilize domestic health financing for NCDs.

Establishment of the Country Core Group

Following engagement with FAN, Kenya established a multi-stakeholder Country Core Group (CCG) to support coordination and strategic alignment on health financing for NCDs. The CCG brings together representatives from the Kenya Ministry of Health (including the Division of NCDs and Health Financing), NCD Alliance Kenya, development partners such as the World Bank and the World Health Organization, as well as key national institutions, including the National Treasury of Kenya and the Social Health Authority. The group also includes technical experts, academia, and policy actors actively engaged in NCD programming and health financing. This composition reflects a deliberate effort to strengthen collaboration between the health and finance sectors, ensuring more coordinated, sustainable, and nationally aligned approaches to health financing for NCD.

Members were identified through a country-led process, facilitated by FAN, drawing on initial participation in the cross-country learning workshop. Selection was guided by stakeholders' roles in policy development, health financing, advocacy, and service delivery, ensuring representation of institutions with the mandate and influence to shape budgeting and resource allocation decisions. Importantly, the CCG represents the first dedicated multi-stakeholder platform in Kenya focused specifically on NCD financing. It was intentionally designed to complement and strengthen existing coordination mechanisms, rather than duplicate them, by bringing together key actors across the health and finance sectors to drive more coherent and strategic action on health financing for NCDs.

An initial orientation meeting introduced FAN's objectives to CCG members and helped identify national priorities, drawing on findings from the NCD financing landscape analysis conducted by FAN in consultation with 18 stakeholders across the region.

"We reached out to stakeholders based on the guidance on who should form the core group... everyone was interested after understanding the objectives." – KENYA CCG CHAIRPERSON

The CCG, as the first group of its kind in Kenya, now serves as a platform for coordinating stakeholders, aligning technical priorities, and guiding development of financing-related initiatives supported through FAN.

Cross-country learning and priority setting

FAN supported the participation of Kenyan stakeholders in a cross-country learning workshop joining stakeholders from Cameroon, Ghana, Malawi, Rwanda, Somalia, and Uganda. The two-day, on-site workshop provided a structured platform for peer exchange on approaches to strengthening health financing for NCDs, including the use of investment cases, economic evidence, and strategies for engaging ministries of finance in budget prioritisation processes.

Through facilitated discussions, participating countries identified common challenges and shared practical experiences on domestic resource mobilization for NCDs.

"Very well-organised meeting... This is super helpful.... Looking forward to further engagements."
– WORKSHOP PARTICIPANT, GHANA, CAMEROON

FAN Fund proposal to strengthen economic evidence

Following the cross-country learning workshop, the CCG developed proposals across five priority areas identified through the learning process. However, one proposal, focusing on economic modelling to strengthen the evidence base for health financing for NCDs in Kenya, was prioritized by the CCG for FAN Fund support.

The modelling initiative aims to generate context-specific estimates on the costs and expected economic returns of investing in NCD prevention and control. This responds directly to gaps identified by Kenyan stakeholders regarding the limited availability of economic evidence to support investment prioritization and budget advocacy.

"This modelling will provide policymakers with locally generated evidence on the costs of inaction and the returns from targeted interventions, helping guide decisions that improve health outcomes, advance equity, and optimise available resources."

– KENYA CCG CHAIRPERSON

The NCD Alliance Kenya was designated as the grant holder and is supporting coordination of the modelling exercise, including engagement with technical experts and contracting arrangements. Through this process, stakeholders are strengthening collaboration

with health economists and building capacity to use investment case evidence to inform resource allocation discussions.

Ongoing technical exchange and peer learning

CCG members participated in FAN-supported webinars, technical discussions, and peer learning sessions focused on investment cases, return-on-investment analysis, and approaches for engaging ministries of finance in budgeting processes. These exchanges helped in building momentum for countries to explore analytical evidence on NCDs and opportunities for continued engagement with key financing actors to support efforts towards domestic financing for NCDs.

4. DOCUMENTED OUTCOMES

In response to gaps identified by Kenyan stakeholders during the cross-country learning workshop, FAN-supported activities have strengthened efforts to prioritize, coordinate, and streamline advocacy for domestic financing for NCDs as early indicators of progress, as follows:

→ OUTCOME 1: Shift toward financing-oriented thinking and technical engagement

As a result of Kenya's participation in FAN-supported cross-country learning activities, webinars on investment cases, and technical discussions in 2025, Ministry of Health officials and CCG members began framing NCD priorities more explicitly in terms of financing and investment considerations. Stakeholders increasingly recognized the importance of economic

evidence, including return-on-investment analysis and investment cases, to support engagement with budgeting processes and financing actors.

Participants reported increased collaboration with health economists and greater emphasis on generating policy-relevant economic evidence to support resource allocation decisions.

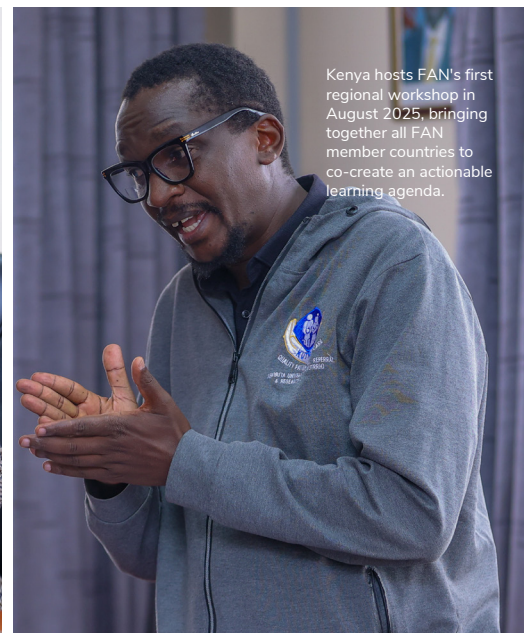
"Health financing was not an area most of us looked into...but we have developed a greater appreciation of what needs to be done." – KENYA CCG CHAIRPERSON

Stakeholders also highlighted the need to strengthen capacity to translate technical evidence into financing arguments that resonate with decision-makers.

"Some attempt has been made to generate evidence... but the packaging of that evidence for the people who matter has fallen through the cracks." – KENYA CCG CHAIRPERSON

The cross-country workshop supported Kenya to refine its national priorities, particularly the need to strengthen the economic and policy evidence required to position NCDs more effectively within budgeting and resource allocation processes.

Key priority gaps identified by Kenyan stakeholders included limited availability of economic evidence to inform investment decisions, fragmented data systems for estimating the burden of NCDs, and limited capacity to translate technical evidence into policy-relevant financing advocacy. Stakeholders also highlighted the importance of aligning NCD priorities with broader health financing reforms underway in the country. As part of the learning program, participants visited Kenyatta University Teaching and Referral Hospital to



Kenya hosts FAN's first regional workshop in August 2025, bringing together all FAN member countries to co-create an actionable learning agenda.

examine how specialized NCD services, particularly cancer care, can be positioned within sustainable financing frameworks. This provided a practical opportunity to reflect on how domestic resource mobilization can support long-term investment in NCD prevention and treatment.

"The experience-sharing workshop helped us see what can be achieved through domestic resource mobilisation." – KENYA CCG MEMBER

Insights from the workshop directly informed the development of Kenya's NCD Financing Action Plan and a subsequent proposal to the FAN Fund, focused on strengthening the economic evidence base for NCD investment prioritization. The action plan, developed by the CCG, outlines priority actions including addressing human resource and technology gaps, strengthening budget advocacy, and applying return-on-investment (ROI) analyses to inform resource allocation decisions. It also identifies key financing gaps, enabling factors, and areas requiring technical support, aligning national priorities with FAN's regional learning agenda. While Kenya has existing health sector strategies, this represents the first structured, multi-stakeholder action plan specifically focused on NCD financing, developed through a dedicated platform linking health and finance actors.

Implementation is led by the CCG in collaboration with the Ministry of Health Kenya and partners, with activities designed to feed into ongoing national planning and budgeting processes. The plan is intended as a short- to medium-term roadmap, with several priority actions aligned to catalytic implementation timelines of approximately 6 to 12 months, particularly those linked to FAN Fund support, while also informing longer-term financing reforms.

Exposure to peer country experiences contributed to increased confidence that economic evidence can support stronger prioritization of NCDs within domestic financing discussions.

"Without FAN engagement, it would have been business as usual."

– KENYA CCG CHAIRPERSON

Together, these changes indicate a shift in how NCD priorities are conceptualized, from primarily service delivery challenges toward investment priorities requiring stronger alignment with health financing processes.

→ OUTCOME 2: Stronger coordination and unified national voice on health financing for NCDs

Following the establishment of the CCG in 2025 with support from FAN, stakeholders from the Ministry of Health, NCD Alliance Kenya, and other technical partners began coordinating priorities more systematically across institutions working on NCDs. The CCG created a structured platform for engaging actors with roles in policy development, financing, advocacy, and program implementation, enabling more consistent alignment of priorities related to health financing for NCDs. Participants reported that the CCG strengthened collaboration across sectors and improved coherence in how NCD priorities are presented within policy and financing discussions. This has contributed to movement away from fragmented, disease-specific approaches toward a more integrated perspective across the continuum of prevention, treatment, and care.

"Bringing people from different organisations together helps us speak from the same page and move in one direction." – KENYA CCG MEMBER

Stakeholders noted that before FAN engagement, NCD-related efforts were often implemented in silos, with limited alignment across programs and institutions. Through the CCG platform, actors are increasingly working toward shared priorities and coordinated approaches to financing advocacy.

"Previously we approached NCDs in fragmented silos... now we are looking at NCDs across the continuum of care." – KENYA CCG MEMBER

By convening stakeholders with complementary roles in policy, advocacy, and technical analysis, the CCG has strengthened the ability of actors to articulate a more unified national position on health financing for NCDs and engage more effectively with financing decision-makers.

→ OUTCOME 3: Emergence of the institutional mechanisms for domestic resource mobilization

Following participation in FAN-supported cross-country learning activities in 2025, the Ministry of Health NCD Division established a resource mobilization subcommittee linked to the CCG. The subcommittee was created to strengthen alignment between NCD technical priorities and national budgeting processes, including engagement with domestic financing actors such as the National Treasury. The committee focuses on identifying programmatic priorities that can be translated into funding proposals and positioned within government financing frameworks. This reflects a shift toward more structured engagement



with domestic resource mobilization processes and increased attention to how NCD priorities can be integrated within broader health financing reforms.

"We developed a resource mobilisation committee... to decide programmatic priorities and approach the National Treasury."

— KENYA CCG CHAIRPERSON

Stakeholders indicated that exposure to peer country experiences during FAN-supported learning activities contributed to the decision to establish the resource mobilization committee, reflecting increased confidence that domestic financing mechanisms for NCDs can be strengthened through coordinated institutional approaches.

The establishment of this subcommittee represents an early institutional change demonstrating increased focus on identifying sustainable domestic financing pathways for NCD prevention and control.

→ OUTCOME 4: Increased emphasis on economic evidence to inform budgeting decisions

Through development of the FAN Fund-supported modelling proposal and engagement with health economists, CCG members strengthened their use of economic evidence to support prioritization of NCD investments. Stakeholders increasingly emphasized the need to quantify both the costs of interventions and the expected economic returns of investing in prevention and treatment.

Participants highlighted that decision-makers are more responsive to investment arguments supported by data on potential savings and long-term economic benefits.

"We need to show how much it will cost and how much we will save." – KENYA CCG CHAIRPERSON

FAN-supported activities also strengthened collaboration between technical experts and policy actors, increasing engagement with modelling specialists to generate context-specific investment evidence.

"This project enables us to interact more with health economists who can generate the evidence needed for advocacy."

— KENYA CCG MEMBER

These changes indicate a shift toward greater use of economic evidence to inform budget advocacy and investment prioritisation, supporting stronger alignment between technical priorities and national health financing processes.

The modelling activity represents an important step toward strengthening the analytical foundation needed to position NCDs more effectively within national budgeting processes, particularly as Kenya advances broader health financing reforms under the UHC agenda.

5. WHY THESE CHANGES MATTER

The observed changes suggest that FAN is catalyzing an early shift from fragmented, service-delivery oriented approaches toward a more coordinated and financing-focused strategy for NCDs in Kenya. Collectively, the outcomes indicate progress in strengthening the enabling conditions required to position NCD prevention and control more effectively within national financing and budgeting processes.

FAN engagement is contributing to improved alignment between technical priorities and budgeting discussions, stronger coordination among institutions involved in financing advocacy, increased attention to domestic resource mobilization pathways, and greater use of economic evidence to inform investment decisions. These shifts reflect movement toward a more structured and evidence-informed approach to health financing for NCDs.

Importantly, these changes are occurring at a time when Kenya is implementing reforms under the Universal Health Coverage agenda, including the Social Health Insurance Act (2023), which emphasises pooled financing and strategic purchasing of health services. Strengthening the capacity of stakeholders to generate and use economic evidence positions NCD priorities to be more effectively integrated into evolving health financing frameworks. Stakeholders emphasized that FAN support is timely in helping align NCD priorities with broader financing reforms and decision-making processes.

"This is a timely intervention as Kenya is undergoing social health financing reforms." – KENYA CCG CHAIRPERSON

Together, these early shifts demonstrate how targeted technical support, peer learning, and catalytic funding can help countries strengthen the institutional and analytical foundations required to advance sustainable domestic financing for NCDs.

6. CONCLUSION

Kenya's early experience with FAN demonstrates how targeted technical support, peer learning, and catalytic funding can contribute to behavioral and institutional shifts that strengthen the foundations for sustainable domestic financing for NCDs. Within a relatively short timeframe, FAN-supported activities have contributed to increased technical engagement on health financing for NCDs, stronger coordination across institutions, the establishment of mechanisms supporting domestic resource mobilization, and greater use of economic evidence to inform investment prioritisation.

While measurable changes in financing levels will take time to materialize, these early outcomes illustrate how FAN's country-led and demand-driven approach is helping align technical priorities with national budgeting processes and broader health financing reforms. By strengthening coordination, analytical capacity, and engagement with financing actors, FAN is supporting Kenya to move toward a more structured and sustainable approach to financing NCD prevention, diagnosis, treatment, and control. Kenya's experience demonstrates how catalytic support at an early stage can help translate policy commitment into practical steps toward integrating NCD priorities within evolving health financing frameworks.

JOIN FAN IN MAKING A DIFFERENCE

Countries and local stakeholders are invited to engage with FAN by joining as a country member with opportunities to share insights, participate in exchanges, access technical support, and apply for catalytic seed funding. Multilateral organizations, philanthropies, the private sector, and civil society organizations can contribute their knowledge, funding, and experience as part of the Technical Advisory Group and are encouraged to join dedicated partnerships facilitated by FAN to foster locally driven solutions in-country.

ncdfinancing.org

FOOTNOTES

1. Government of Kenya. (2021). Kenya National Strategic Plan for the Prevention and Control of Non-Communicable Diseases. Ministry of Health www.iccp-portal.org/system/files/plans/Kenya-Non-Communicable-Disease-NCD-Strategic-Plan-2021-2025.pdf?utm_source=chatgpt.com
2. Kiragu, Z. W., Rockers, P. C., Onyango, M. A., Mungai, J., Mboya, J., Laing, R., & Wirtz, V. J. (2022). Household access to non-communicable disease medicines during universal health care roll-out in Kenya: A time series analysis. *Plos one*, 17(4), e0266715.
3. Government of Kenya. (2023). Social Health Insurance. Ministry of Health www.health.go.ke/sites/default/files/2023-11/SOCIAL%20HEALTH%20INSURANCE%20%28GENERAL%29%20REGULATIONS%20%2C2023.pdf