



2024 Annual Report

FINANCING ACCELERATOR NETWORK for NCDs

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FOREWORD

HERB RIBAND

on behalf the Steering Committee
Access Accelerated –
World Bank Technical Partnership



In 2024, Access Accelerated and the World Bank announced the next phase of our seven-year technical partnership with a new demand-driven innovation platform to increase financing for noncommunicable diseases (NCDs) and accelerate progress towards Sustainable Development Goal 3: “to ensure healthy lives and promote well-being for all at all ages.” The Financing Accelerator Network for NCDs (FAN) takes a regional approach to supporting low- and middle-income countries (LMICs) to address challenges of resource mobilization, pooling, purchasing, and governance in their health systems.

NCDs – such as cardiovascular diseases, cancers, chronic respiratory diseases, and diabetes – kill an estimated 41 million people each year, accounting for 74% of all deaths and three-quarters of years lived with disability worldwide.¹ 77% of these deaths occur in LMICs.² If not addressed, NCDs will cost the world an estimated US\$47 trillion between 2011 and 2030.

The Lancet’s NCD Countdown 2030³ has identified a package of 21 interventions that would together prevent 39 million deaths between 2023 and 2030, at a cost of US\$140 billion. Although this cost is high – accounting for a median 20% of national health budgets – the return on investment is considerable and compelling at US\$2.7 trillion, representing a 19:1 return on investment.

Through our regional NCD Financing Accelerators, FAN provides countries access to on-demand technical assistance, cross-country learning opportunities, and catalytic seed funding for NCD financing programs. In so doing, FAN aims to strengthen the regional and local ecosystems in which country change agents – government officials, civil society leaders and social innovators – work, so that they have access to the technical, financial, and knowledge resources they need to succeed. FAN’s regional approach ensures that its support to countries is relevant, contextualized and accessible to policymakers in low- and middle-income contexts.

We have set an ambitious vision for the future of FAN, including:

- Investing in local and regional institutions and partners to create a localized and trusted resource for countries.
- Integrating and prioritizing NCDs in countries’ efforts to achieve universal health coverage through high-quality, people-centered, and accessible primary healthcare systems.
- Scaling-up and catalyzing investments in effective NCD financing models.
- Providing a demand-driven response to the needs (both analytical and programmatic) of country governments and their partners, including the World Bank country operational teams.
- Bringing a regional lens to analyzing the most critical challenges and providing opportunities for cross-country and cross-regional exchange of experience, good practices, and learnings to promote NCD financing.

FAN’s list of accomplishments in its first six months includes the onboarding of the African Institute for Development Policy (AFIDEP), a non-profit organization that supports evidence-informed policy making in Africa, to host the first NCD Financing Accelerator for the Sub-Saharan Africa region. We also selected Results for Development (R4D) – a leading non-profit with a mission of working with change agents around the globe to create self-sustaining systems that support healthy, educated people – to provide global leadership, management, and oversight for FAN across its regional networks.

We are excited to work with country government officials and other stakeholders in the coming years to co-develop FAN into a platform that supports countries to increase financing for NCDs, strengthen health systems, and ultimately provide every person and community with access to quality NCD prevention, treatment, and care.

Training people living with NCDs to be able to speak to policymakers presents governments with a fuller picture of these individuals' needs, helping them craft more complete policies.

Labram Musah
National Coordinator
Ghana NCD Alliance



EXECUTIVE SUMMARY

The Financing Accelerator Network for NCDs (FAN), an initiative of the Access Accelerated-World Bank Technical Partnership managed by Results for Development, launched in 2024 with the goal of supporting low- and middle-income countries (LMICs) to scale sustainable health financing solutions to address the growing global NCD burden. Operating through regionally based NCD Financing Accelerators in Sub-Saharan Africa and, eventually, the Latin America and the Caribbean and Asia-Pacific regions, FAN works closely with governments and local implementers to drive impact through three pillars of support:

1. **Regional expertise, data, and on-demand technical support**
2. **Cross-country learning**
3. **Catalytic seed funding to advance NCD financing programs**

During its first year, FAN laid essential groundwork to build a network that is regionally rooted, driven by country demand, guided by expert and partner input, and nimble in response to member priorities. At the global level, FAN introduced itself to countries and partners through a virtual launch that achieved a high level of engagement across social and traditional media, including 6,500 views of FAN's launch video within the first ten days. FAN also launched a diverse Technical Advisory Group to guide the platform, representing perspectives from Ministries of Health and Finance, private sector organizations, civil society, technical and funding partners, multilateral organizations, and independent health financing experts. The Technical Advisory Group is complemented by FAN's small and nimble Steering Committee of Access Accelerated and World Bank representatives that aims to support FAN's goal of providing accessible, just-in-time support to country members. Finally, 2024 saw the highly competitive selection of the African Institute for Development Policy (AFIDEP) to host FAN's NCD Financing Accelerator in the Sub-Saharan Africa region.

AFIDEP got off to a rapid start supporting the region by landscaping priority NCD financing challenges and learning needs in the Sub-Saharan Africa region to develop a roadmap for FAN's support. Their desk review and consultations found that countries in the region are spending an average of just 23% of domestic government health expenditure and 3% of external health expenditure on NCDs despite NCDs accounting for 37% of deaths in the region. Challenges hindering countries' ability to strengthen NCD financing include a lack of comprehensive NCD policies, weak private sector and civil society engagement, limited data and research on NCDs, insufficient domestic and external investment, lack of coordinated pooling mechanisms, limited risk pooling, and weak contracting and accountability mechanisms.

In 2025, FAN looks forward to an exciting year that will include the recruitment of its first country members in the Sub-Saharan Africa region; the launch of its technical assistance, cross-country learning, and seed funding activities; the publication of its first knowledge products co-created with countries; its expansion to the Latin America and Caribbean region; and the implementation of its Measurement and Learning Framework. Most importantly, FAN looks forward to building a strong and sustainable community of learning for its country members that will become a trusted source of support for change agents looking to strengthen equitable and quality NCD prevention, treatment, and care in the communities they serve.

INTRODUCTION

Since 2017, Access Accelerated and the World Bank have collaborated to support low- and middle-income countries (LMICs) and underserved communities in expanding access to quality, affordable noncommunicable disease (NCD) care through universal health coverage (UHC). This partnership has been transformative, catalyzing investments of US\$3.7 billion over six years, supporting small grant projects in over 30 LMICs and advancing regional and global initiatives. Additionally, it has generated vital evidence to advocate for investment in NCD prevention, treatment, and care while strengthening health systems and informing scalable solutions for other regions.

Building on this success, Access Accelerated and the World Bank have committed to a new action-oriented, technical partnership to address countries' demands for accelerated NCD financing. This initiative combines technical expertise and financing to foster innovation and strengthen health systems. The collaboration has been shaped by insights from global health stakeholders, including multilateral institutions, NGOs, regional networks, Results for Development (R4D), and World Bank teams at global, country, and regional levels. The new partnership aims to create a demand-driven platform to enhance NCD financing and accelerate progress towards Sustainable Development Goal 3 (SDG 3) in LMICs.

In late 2023, Access Accelerated and the World Bank engaged R4D to conduct a rapid desk review and stakeholder consultations to map key actors and initiatives in NCD financing at global and regional levels. The consultations involved staff from six multilateral organizations, eight NGOs and initiatives, seven regional networks, and NCD and health financing experts from seven countries. This landscaping exercise identified insufficient health financing as the most significant barrier to reducing the NCD burden and highlighted the need for innovative approaches and cross-country learning opportunities to address NCD financing through UHC and primary healthcare (PHC) frameworks.

The Financing Accelerator Network for NCDs (FAN) emerged as a global initiative under the Access Accelerated-World Bank technical partnership, with R4D as the Network Manager. FAN collaborates with LMICs to scale sustainable health financing solutions to address the growing NCD burden. Operating through regionally based NCD Financing Accelerators in Sub-Saharan Africa and, eventually, the Latin America and the Caribbean and Asia-Pacific regions, FAN works closely with governments and local implementers to drive impact through three pillars of support:

1. **Regional expertise, data, and on-demand technical support**
2. **Cross-country learning**
3. **Catalytic seed funding to advance NCD financing programs**

FAN's membership encompasses diverse stakeholders, including government officials, private sector representatives, policy research institutions, and civil society organizations working at the country level. At the global and regional levels, FAN engages with partners and funders to share insights and advocate for localized approaches to NCD financing.

During its first funding cycle (June-December 2024), FAN laid essential groundwork, developed a Measurement and Learning (M&L) Plan, and produced its first annual report. FAN successfully launched its first regional NCD Financing Accelerator, hosted by the African Institute for Policy Development (AFIDEP) in Sub-Saharan Africa. Looking ahead, FAN aspires to establish two additional regional NCD Financing Accelerators and is committed to securing sustainable financial support to enhance the network's resilience and effectiveness.

Financing Accelerator Network for NCDs (FAN)
February, 2025







1
First NCD
Financing
Accelerator
established



1
First Technical
Advisory Group
meeting



195
Users of FAN's
website since
November 2024
launch



42
Countries from
which FAN's website
was accessed since
November 2024 launch



6,500
Views of FAN's
launch video



815
Media pick-ups
of FAN's launch
announcement

FAN's public launch

The launch of FAN was met with enthusiasm by global, regional, and country-based funders, partners, and stakeholders. Attendees of the Seventy-Seventh World Health Assembly (May 2024) in Geneva, Switzerland got a sneak peek of the FAN model during a multi-sectoral dialogue hosted by Access Accelerated and featuring the World Bank, private sector and financing partners, and civil society. Among other highlights, the dialogue included an interview between the CEO of R4D, Gina Lagomarsino, and Dr. Elizabeth Wangia, Health Financing Director at the Kenyan Ministry of Health, on the complexities of strengthening health financing for NCDs in low- and middle-income countries and the urgent need for local, contextualized financing strategies and cross-country learning.

FAN's public launch in November 2024 generated a high level of virtual engagement. In the first ten days, the announcement generated 6,500 video views, 441 article views, and 196 reactions on LinkedIn. It was picked up by the media 815 times by outlets including Africa-Newsroom, Health Policy Watch, Cision PR, AP News, Yahoo Finance, and Vox Africa.

The virtual launch also saw the launch of FAN's website, www.ncdfinancing.org. Featuring a library of key resources on NCD financing and information about FAN news and events, FAN's website will expand in the coming year to include a blog, application materials for FAN membership, and a repository of FAN knowledge products and tools, with the goal of becoming a go-to resource on NCD financing for regional and country practitioners. The website recorded 195 visitors from 42 countries between its November 12 launch and the end of the year,⁴ a number which FAN hopes to grow over the coming year by producing regular content and updates. The largest number of users accessed the website from Kenya, the United States, Switzerland, Nigeria, and Ghana, indicating an early reach into Sub-Saharan African countries prominent in the NCD financing space in addition to engagement from global development partners.

Selection of the NCD Financing Accelerator for the Sub-Saharan Africa region



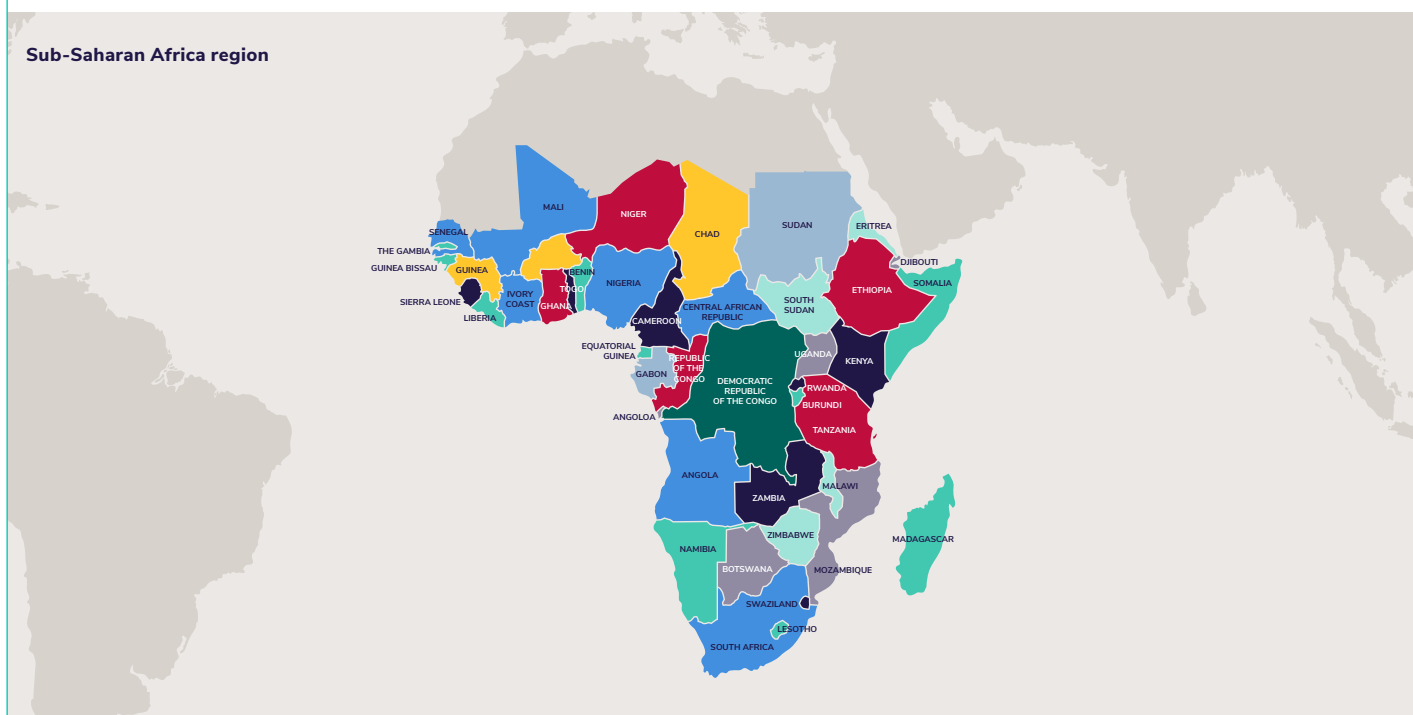
FAN undertook a broad and competitive selection process to identify an organization in Sub-Saharan Africa that would host the network's first NCD Financing Accelerator. Knowing that this first regional partner would play a critical role in designing the network, offering a proof of concept of FAN's regional learning approach, and documenting lessons learned to inform the launch of FAN in additional regions, FAN embarked on this selection process with an extensive wish-list of qualifications and capacities for candidate organizations, including:

- A proven track record of research, policy development, and programming in health financing, health system strengthening, private sector engagement, and NCDs writ large (including expertise in primary health care, universal health coverage, social determinants of health, and risk factor reduction).
- Experience hosting regional networks or centers of excellence.
- Strong relationships with national governments, regional organizations, civil society organizations, and private sector entities in the region.
- Logistical capacity to scale up quickly and respond expeditiously to country government requests.
- A strong reputation and credibility in the region.

FAN's Network Manager, R4D, conducted a desk review of 28 organizations in eight countries in the region. The top four organizations, representing three countries, were then invited to submit expressions of interest, which were reviewed and scored by a committee of Access Accelerated and World Bank representatives based on their technical approach, past performance, financial proposal, technical and operational capacities, and references. Finally, the African Institute for Development Policy (AFIDEP), based in Kenya and Malawi, was selected to lead FAN's first NCD Financing Accelerator.

AFIDEP is an African-led, non-profit research and policy institute established in 2010 to help bridge the gaps between research, policy and practice in development efforts in Africa. Currently hosting 28 projects supported by 17 funders and collaborating with over 50 partners, AFIDEP's widely recognized technical expertise spans population and demographics, health and wellbeing, transformative education and skills development, governance and accountability, environment and climate change, and gender equality. FAN was proud to welcome AFIDEP as a partner in late 2024 and is excited to see where this rapidly growing, change-making organization will take FAN in Sub-Saharan Africa this year.

Sub-Saharan Africa region



Technical Advisory Group and Steering Committee



The inaugural meeting of FAN's Technical Advisory Group (TAG) in November 2024 aimed to shape the initiative's future work by providing strategic direction, fostering collaboration, and identifying actionable priorities. The diverse insights and expertise of the 20 stakeholders from over 15 organizations⁵ and health financing experts in seven countries⁶ underscored the importance of addressing regional challenges through innovative, inclusive approaches, ensuring that FAN's strategies remain context-specific and impactful.

The meeting spotlighted significant achievements and strategic priorities, including the launch of FAN's first regional NCD Financing Accelerator, a comprehensive analysis of the regional NCD financing landscape for Sub-Saharan Africa, and critical funding gaps, particularly in mental health, and identified opportunities for innovative approaches that will guide FAN's strategic direction. Participants emphasized the importance of engaging a broad spectrum of stakeholders, from governments to private entities, to ensure sustainable impact. This collaborative effort aims to minimize duplication of activities, maximize efficiency, and coordinate implementation efforts effectively.

Innovation and alignment were central themes of the discussions. Integrating private-sector involvement and seed grants emerged as transformative solutions for driving systemic change, catalyzing critical activities such as policy development and cost-effectiveness

analyses. FAN is committed to aligning operational work, lending activities, and partnerships to meet the specific needs of individual countries. A particular emphasis on NCD and mental health financing highlighted the necessity of planning to address current gaps effectively.

The meeting concluded with a roadmap for the future, including plans for the second TAG meeting in Spring 2025, solidifying FAN's role as a transformative platform for NCD financing as it looks to expand its efforts in the Latin America and the Caribbean and Asia-Pacific regions. The inaugural meeting of FAN's Steering Committee, which includes high-level representation from Access Accelerated and the World Bank, followed in December. As FAN's decision-making body, the Steering Committee aims to provide strategic direction to the network while operating efficiently to allow FAN to nimbly respond to country and regional needs. The Steering Committee expressed its approval of the foundations of FAN that were laid in its first year and appointed an agile grants committee to allow for the efficient approval of seed funding and country membership requests in 2025.

FAN also engaged with World Bank country operational teams throughout the design and launch of the platform, including through an introductory brown bag session. These teams will serve as important champions for FAN in countries and their insight is crucial for ensuring that FAN is responsive to country needs.

Technical Advisory Group and Steering Committee



In its first year, FAN marked several foundational milestones on its journey to becoming a vibrant and sustainable community of learning. FAN's diverse Technical Advisory Group inclusive of country representatives will provide an important platform for country members and stakeholders to gradually increase their influence in FAN's governance and strategic direction over time, with the goal of eventually reaching a stage where members set the network's learning agenda. Furthermore, the selection and onboarding of AFIDEP is an important first step in the decentralization of the network. Over the next year, AFIDEP is expected to play an increasing role in designing and operationalizing FAN's learning agenda and activities in the Sub-Saharan Africa region, with R4D beginning to take on a coaching role for other NCD Financing Accelerators as they are onboarded.

It is envisioned that FAN will soon become largely implemented by the NCD Financing Accelerators, driven by their country members' priorities, with the Network Manager stepping to the outskirts to play a coordination, measurement and learning, and strategy role.

Over the next year, FAN looks forward to AFIDEP's increasing leadership as well as the onboarding of FAN's first country members and the beginning of the development of a shared sense of community amongst members. The Network Manager's complete self-assessment of FAN's network maturity can be found in Annex 3.

Sub-Saharan Africa Region

Sub-Saharan Africa Regional Snapshot



22.5%
of domestic government
health expenditure
spent on NCDs
(country average)



3.3%
of external health
expenditure spent
on NCDs (country
average)



11
active World Bank
investments



2.4 billion USD
in World Bank
investments



1.6 billion USD
in NCD-specific
World Bank
investments

Regional landscaping

AFIDEP's support to the Sub-Saharan Africa region began with a rapid landscaping to understand the structure of NCD financing functions in the region and identify entry points for learning. The landscape focused on six exemplar countries selected for having a relatively high level of NCD financing, activity in the NCD policy space, and geographic diversity (Botswana, Ghana, Kenya, Rwanda, Senegal, and South Africa). It consisted of a desk review of policy frameworks and data around financing and service delivery as well as consultations with 18 stakeholders including policymakers, private sector representatives, regional health financing hubs, and academia.

The landscape produced a substantial list of areas in which countries identified a need for support to strengthen NCD financing. These included, among others, a lack of comprehensive NCD policies, weak private sector and civil society engagement, limited data and research on NCDs (including burden, cost-effectiveness of interventions, and expenditures), insufficient domestic and external investment, lack of coordinated pooling mechanisms, limited risk pooling, and weak contracting and accountability mechanisms. Based on these findings, AFIDEP identified a list of potential priority learning streams for the region, which will be further narrowed down during AFIDEP's first regional convening in 2025.

Baseline financial indicators

AFIDEP's analysis of national health accounts in the region found that countries are spending an average of 22.5% of domestic government health expenditure on NCDs, but the figure varies widely. The smallest amount a country reported spending on NCDs was 0.1% (South Sudan) and the largest was 64.7% (Mauritius). Some of this variation is due to differing epidemiological profiles and prioritization of NCDs in countries, but methodological differences in collecting and reporting data and data quality issues also play a role. Only ten countries reported this indicator in 2021, so AFIDEP's analysis looked at the most recent reporting from each country, which stretched back as far as 2016. AFIDEP, in their landscaping exercise, identified a lack of high-quality and timely expenditure data as a key challenge for countries in understanding their NCD financing gaps and an important area for learning in the region.

A somewhat smaller degree of variation exists in external health expenditure, of which countries report spending an average of just 3.3% on NCDs, ranging from 0% (Nigeria and Guinea-Bissau) to 13.3% (Mauritius). Though slightly higher than the estimated 1-2% of development assistance going to NCDs globally,⁷ this number is dwarfed by the burden of NCDs, which account for 37% of all deaths in the region.⁸

The World Bank reports 11 active projects in this region totaling 2.4 billion USD in investments, with 1.6 billion USD (67%) of those investments attributable to NCD-specific project components. These numbers demonstrate the World Bank's commitment to supporting countries in their journeys toward sustainable NCD financing. FAN looks forward to working closely with the World Bank to support these investments and to continue to elevate the profile of NCDs in development assistance.

Together, these data will serve as an important baseline for FAN member countries and partners to gauge their progress in strengthening NCD financing. FAN will continue to monitor these data while using case studies and complex qualitative evaluation methods to understand how FAN is supporting countries to improve these indicators over time. The complete NCD Financing Landscape Report will be published in the first half of 2025.



LOOKING AHEAD TO 2025

In 2025, FAN looks forward to the launch of its country engagement and support activities in the Sub-Saharan Africa region and the expansion of the network to Latin America and the Caribbean. Highlights will include:

- **Recruitment of country members in Sub-Saharan Africa:** FAN opens for country membership in Sub-Saharan Africa in early 2025. Groups of stakeholders in countries interested in engaging with FAN will be invited to submit expressions of interest describing how they hope FAN can help them address their learning priorities. When it appears that there is a strong alignment of interests between FAN and a country, the country will be invited to appoint a Country Core Group – a group of in-country stakeholders that will interact regularly with FAN and participate in FAN cross-country learning activities.
- **Technical assistance and cross-country learning activities in Sub-Saharan Africa:** As soon as their membership is active, countries can begin requesting on-demand technical assistance from the NCD Financing Accelerator for Sub-Saharan Africa for consultations or rapid evaluations on key technical challenges. FAN's cross-country learning agenda in the region will begin with a regional convening in Kigali, Rwanda on the sidelines of the NCD Alliance Forum (February 2025), which will help set the agenda for additional learning activities throughout the year, including webinars, workshops, and working groups on focused technical topics. The in-person convening will be followed by a virtual convening for a targeted group of African stakeholders who are unable to attend the in-person session.
- **First seed funding awards:** FAN's seed funding application process will launch in early 2025. Intended to supplement existing programs and funding streams with catalytic NCD financing investments that have the potential to generate learning and create lasting impact, these moderate-sized grants of approximately US\$50 – 95,000 will be awarded on a rolling basis as funding is available.



Example initiatives that could be funded include conducting a rapid cost-effectiveness or fiscal space analysis, evaluating a pilot project, or developing the financing section of a new NCD policy. Interested organizations will be requested to submit an application outlining their program and budget, and priority will be given to organizations based in FAN member countries.

- **Selection of the NCD Financing Accelerator for the Latin America and the Caribbean region:** FAN will expand to the Latin America and the Caribbean region in 2025. A host organization will be selected through the same competitive landscaping and application process as was used to select the host organization for the Sub-Saharan Africa region. AFIDEP expects to document its experience and learning from the launch of its activities to support the onboarding of the second NCD Financing Accelerator through a series of pause and reflect sessions with the Network Manager, Access Accelerated, and the World Bank.
- **Co-creation and dissemination of knowledge products:** FAN will publish its first knowledge products in 2025, co-created with country members in the Sub-Saharan Africa region. The learning and knowledge product agenda will be decided in collaboration with FAN's first country members in early 2025.
- **Implementation of the Measurement and Learning Framework:** FAN finalized its Measurement and Learning Framework in late 2024 with the goal of supporting FAN's continuous learning as the network scales up. In 2025, a learning agenda of focus group discussions with country core groups, participant and partner surveys, pause and reflect sessions, and FAN's first country impact case study will contribute valuable insights on FAN's early growth with the aim of understanding how FAN is reaching countries and influencing country policy and financing processes.

REFLECTIONS AND CONCLUSION

FAN laid numerous important foundations for success in its first year, including:

- The establishment of efficient and diverse governance mechanisms in the establishment of its Technical Advisory Group and Steering Committee.
- A broad and well-received introduction to the public, including key stakeholders such as World Bank Task Teams, development partners, CSOs, and government leaders championing NCD financing at the global, regional, and country levels.
- The selection and onboarding of its first NCD Financing Accelerator, which is expected to take on increasing leadership in the network next year, while simultaneously coaching future NCD Financing Accelerators during their launch.
- A landscaping of NCD financing in the Sub-Saharan Africa region to set the region's learning agenda for the remainder of this funding cycle (2024-2026).
- The establishment of procedures and guidelines to guide the growth of the network next year, including a competitive process for selecting NCD Financing Accelerators, guidelines for country membership and partnership engagement, and an application and process for selecting seed funding recipients.

FAN eagerly awaits the next steps of engaging its first country members, beginning to build a sense of community amongst its members, and expanding into new regions.





ANNEX 1

Key Performance Indicators

Level	Indicator	Data Sources	December 2024 Value
Network Performance			
Country	1. Number of NCD financing country action plans produced Action plans are commonly produced during collaborative learning workshops to guide implementation of specific technical activities.	Workshop reports	Not reporting
Country	2. Number of NCD financing country action plans implemented, fully or partially “At least partially implemented” means at least one activity in the action plan was implemented after the workshop.	Guided country group calls	Not reporting
Country	3. Number of country members participating in FAN activities This indicator reports the sum of participants in each FAN activity (thus, members may be counted more than once if they participated in multiple activities). “FAN activities” may include workshops, webinars, study trips, working groups, or other FAN-funded in-person or virtual events.	NCD Financing Accelerator member and partner database	Not reporting
Country	4. Number of country policies, strategies or tools produced with FAN input or support “FAN input or support” may include seed funding; learning, insight, or inspiration gained from FAN learning activities; or action plan development during FAN workshops.	Guided country group calls	Not reporting
Region	5. Number of countries with at least one active member “Member” is defined as a national or subnational government official, staff of a country-headquartered private or quasi-governmental organization, or country-based expert who is formally engaged in the network through contact with the NCD Financing Accelerators and invitations to network events. “Active” is defined as having participated in at least one network activity in the reporting year.	NCD Financing Accelerator member and partner database	Not reporting
Region	6. Number of knowledge products and tools produced A “knowledge product” is defined as any blog, report, brief, case study, recorded webinar, podcast, journal article, or similar document that summarizes learnings, analyzes data, or provides guidance on technical topics.	NCD Financing Accelerator and Network Manager reporting	Not reporting
Global	7. Number of NCD Financing Accelerators established “Established” is defined as having an active contract with the Network Manager to serve as an NCD Financing Accelerator and funding for the reporting year.	Network Manager reporting	1
Global	8. Number of FAN website users A “website user” is defined as a unique visitor to the website.	FAN website Google Analytics data	195
CONTINUED			

ANNEX 1

Key Performance Indicators

Level	Indicator	Data Sources	December 2024 Value
Network Performance			
Global	9. Number of countries that FAN website has been accessed "Accessed" is defined as a user having viewed the website from a unique country.	FAN Google Analytics website data	42
Global	10. Number of downloads of FAN-produced knowledge products and tools from FAN's resource library A "knowledge product" is defined as any blog, report, brief, case study, recorded webinar, podcast, journal article, or similar document that summarizes learnings, analyzes data, or provides guidance on technical topics. A "download" is one instance of a user clicking a link to save a resource to their computer.	FAN Google Analytics website data	Not reporting
Contribution-to-Impact			
Country Region	11. Proportion of government health expenditure spent on NCDs in FAN member countries and FAN regions Reported by country and as an average across member countries in the region. This indicator is defined as Domestic General Government Expenditure on Noncommunicable Diseases (NCDs) as % of Domestic General Government Expenditure on Health (GGHE-D)	National Health Accounts	Sub-Saharan Africa (average across reporting countries): 22.5% Data by country in Annex 2.
Country Region	12. Proportion of external health expenditure spent on NCDs in FAN member countries and FAN regions Reported by country and as an average across member countries in the region. This indicator is defined as External sources of funding on Noncommunicable Diseases (NCDs) as % of External Health Expenditure (EXT)	National Health Accounts	Sub-Saharan Africa (average across reporting countries): 3.3% Data by country in Annex 2.
Region	13. Number of active World Bank investments in FAN regions Disaggregated by region World Bank investments refers to all active World Bank projects (not specific to NCDs).	World Bank biannual portfolio review	Sub-Saharan Africa: 11
Region	14. US dollar value of World Bank investments in FAN regions Disaggregated by region World Bank investments refers to all active World Bank projects (not specific to NCDs).	World Bank biannual portfolio review	Sub-Saharan Africa: US\$2.4 billion
Region	15. US dollar value of NCD components of World Bank investment in FAN regions Disaggregated by region NCD components are portions of the investments totalled in [11] and [12] that are for programs specifically targeting NCDs.	World Bank biannual portfolio review	Sub-Saharan Africa: US\$1.6 billion

ANNEX 2

Proportion of government health expenditure and external health expenditure spent on NCDs in the Sub-Saharan Africa region, by country.

Country*	Year (last reported)	Domestic General Government Expenditure on Noncommunicable Diseases (NCDs) as % of Domestic General Government Expenditure on Health (GGHE-D)	External sources of funding on Noncommunicable Diseases (NCDs) as % of External Health Expenditure (EXT)
Benin	2018	23.8	1.1
Botswana	2019	31.0	0.4
Burkina Faso	2021	10.8	0.9
Burundi	2020	5.9	1.2
Cabo Verde	2019	21.5	3.1
Cameroon	2019	18.1	0.2
Central African Republic	2019	17.5	4.5
Chad	2019	8.0	10.4
Comoros	2019	2.6	4.2
Congo	2020	5.5	1.4
Côte d'Ivoire	2020	12.9	0.5
Democratic Republic Congo	2021	14.8	2.9
Djibouti	2017	18.2	8.9
Eswatini	2019	50.0	1.2
Ethiopia	2020	34.6	1.9
Gabon	2019	27.0	7.2
Gambia	2019	33.5	1.1
Ghana	2018	16.1	
Guinea	2021	11.0	1.3
Guinea-Bissau	2021	5.0	0.0
Kenya	2019	15.4	2.3
Liberia	2019	4.2	5.3
Madagascar	2021	8.5	0.3
Malawi	2019	11.5	3.3
Mali	2020	57.7	1.5
Mauritania	2019	36.9	3.7
Mauritius	2019	64.7	13.3
Mozambique	2018	1.3	0.1
Namibia	2019	29.8	0.1
Niger	2021	19.3	3.3
Nigeria	2021	18.2	0.0
Sao Tome and Principe	2021	30.9	11.0
Senegal	2020	32.8	0.1
Seychelles	2019	49.6	
Sierra Leone	2021	19.9	5.9
South Africa	2019	42.7	
South Sudan	2019	0.1	4.5
Sudan	2019	54.7	7.8
Togo	2021	11.1	
Uganda	2019	27.2	2.3
United Republic of Tanzania	2019	18.0	1.3
Zambia	2016	15.1	0.1
Zimbabwe	2020	30.6	10.4
Regional Average		22.5	3.3
Regional Maximum		64.7	13.3
Regional Minimum		0.1	0.0

ANNEX 3

Rubric-based self-assessment of network maturity

The following Stages of Maturity rubric is adapted from R4D and Collaborative Impact's [Collaborative Learning Networks Measurement and Learning Framework](#). It is intended as a self-assessment tool to support FAN implementers (Steering Committee, network manager, and NCD Financing Accelerators) to identify indicators of network maturation, prioritize measurement and learning activities based on stage of maturation, and assess progress toward the creation of a vibrant and sustainable community of learning. There are four dimensions to the rubric: network sponsorship, shared interest/motivation, shared experience, and shared intent/identity. This rubric was completed by FAN's Network Manager in December 2024 to serve as a baseline for the network.

Dimension and variables	Immature Stage	Early Maturing Stage	Advanced Maturing Stage	Highly Mature Stage
<p>Dimension: Network Sponsorship</p> <p>Variables: The extent to which the funding, governance, coordination and facilitation structure</p> <p>is decentralized and the network sponsor or backbone organization is supporting the network from the outside (versus leading from the center).</p>	<p>Definition: The structure is highly centralized with network funding, governance, coordination and facilitation centrally managed and/or depending on the initiative taken by the backbone organization. The backbone organization is the center hub of the network and drives the network functioning.</p>	<p>Definition: The structure is still centrally managed, but with various degrees of responsibility for some of the network funding, governance, coordination and facilitation functions taken up by the technical facilitation partners.</p>	<p>Definition: The structure has become more decentralized, with the technical facilitation partners and the members taking on responsibility for at least half of the network functions in decentralized hubs. The backbone organization still functions as the central hub that drives the network, but delegates responsibility to the decentralized hubs</p>	<p>Definition: The network has become a vibrant community with decentralized funding and governance hubs that are member-led, and decentralized knowledge and facilitation hubs that are led by technical facilitation partners. The backbone organization has moved from the center to the outskirts of the network, with its role now being focused on supporting network coordination and M&E, and on feeding the network with additional energy/initiative where strategically relevant.</p>
	<p>Immature stage: R4D as Network Manager has served as the backbone of the network this year, supporting the launch of its governance structures and mechanisms, selection of its first regional NCD Financing Accelerator, and guiding its deliverables. However, the introduction of AFIDEP as the first NCD Financing Accelerator was an important milestone for FAN, and the network looks forward to AFIDEP's increasing role in leading the network and coaching future NCD Financing Accelerators as they are onboarded.</p>			
<p>Dimension: Network Sponsorship</p> <p>Variables: The extent to which the network funders trust the network's ability to generate tangible outcomes and deliver value-for-money and consequently are more flexible and less directive (versus more restricted and directive in their funding).</p>	<p>Definition: Funders have not yet seen any tangible outcomes or value-for-money, so their attitude is rather cautious. They want to have a say in governance and strategic direction setting for the network, and their funding support is restricted and directive.</p>	<p>Definition: Funders' attitude towards the network has not significantly changed, as network outcomes have not yet been evidenced. Their funding support remains restricted and directive. But they are more open to the members' perspectives and priorities in governance and strategic direction setting for the network as they recognize the importance of this for the success of the network.</p>	<p>Definition: Funders have gained trust in the network's ability to generate tangible outcomes and deliver value-for-money, as they have seen credible evidence. Consequently more than half of their funding has become unrestricted or more flexible and responsive to the members' perspectives and priorities.</p>	<p>Definition: Funders have gained trust in the network's ability to generate tangible outcomes and deliver value-for-money, as they have seen credible evidence. Consequently more than half of their funding has become unrestricted or more flexible and responsive to the members' perspectives and priorities.</p>
	<p>Immature stage: In this first year of FAN, Access Accelerated and the World Bank have served as guiding hands on the Steering Committee, overseeing a successful launch of the network. As FAN looks forward to reporting its first tangible results, it has accomplished an important early milestone in the launch of a diverse Technical Advisory Group that includes country stakeholder representation and aims to provide insight and guidance to the Steering Committee. FAN also builds on the strong legacy of the Joint Learning Network for Universal Health Coverage at the World Bank, which served as a model of FAN's design. World Bank task teams and countries' familiarity with JLN is an asset in FAN's building of trust with the stakeholders it supports.</p>			
<p>Dimension: Shared interest/motivation</p> <p>Variables: The extent to which member engagement is driven by 'shared interest' that draws on collective member interests and needs (versus individual member interests and needs).</p>	<p>Definition: Members join the network in hopes it may serve their individual interests and needs. The interest in the network they share with other members is driven entirely by their individual interests and needs. They have not yet identified or experienced any added value of pursuing members' collective interests and needs.</p>	<p>Definition: Members still engage largely on the basis of their individual interests and needs, but they have discovered the potential of collective knowledge building and learning in common areas for achieving their individual goals.</p>	<p>Definition: Through engagements in a variety of collective knowledge building and learning modalities, members' motivation to engage in the network have become more collectively defined. They start to see it as a valuable resource for achieving both their collective and their individual goals.</p>	<p>Definition: Members' motivation to engage in the network is entirely driven by collectively defined and owned interests and needs which are clearly articulated. They see the network as a collectively built common resource for meeting these as a critical pathway to achieving long-term system reform in their countries.</p>
	<p>Immature stage: FAN has not yet recruited country members.</p>			
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Data source: National Health Accounts. *Includes countries in the Sub-Saharan Africa region that have reported these data.

ANNEX 3

Rubric-based self-assessment of network maturity

Dimension and variables	Immature Stage	Early Maturing Stage	Advanced Maturing Stage	Highly Mature Stage
Dimension: Shared interest/motivation Variables: The extent to which members interact frequently, collaboratively and freely/ spontaneously (versus ad-hoc, consultatively and formally).	Definition: Members engage in formal events when they have time and can gain personal benefit. Their interactions are consultative and ad hoc.	Definition: Members feel the need to engage in events more frequently, but still struggle with competing priorities and lack of time and resources. Consequently, their interactions remain largely consultative and transactional, e.g., they ask for what they need and respond to requests, but do not proactively seek out or pursue collaboration and sharing with peers.	Definition: Members actively seek ways to better manage their competing priorities and scarce resources so that they can engage more frequently, on an ongoing basis. They have started to interact with each other more spontaneously in- and outside the network events, and their interactions have become more collaborative, e.g., seeking to address collective interests and needs.	Members engage consistently in the network activities. They resolve emerging conflicts in priorities, staff turnovers, and time and resource constraints in their institutions that might jeopardize the continuity of their engagement. They interact frequently, both in and outside the formal events, and their interactions have become fully collaborative.
	Immature stage: FAN has not yet hosted a cross-country learning event.			
Dimension: Shared interest/motivation Variables: The extent to which knowledge creation and innovation is member-driven (versus sponsor-driven).	Definition: The energy for knowledge sharing and innovation emanates from the network's backbone organization.	Definition: Knowledge sharing and innovation still depends on the initiatives taken by the network's backbone organization, with technical facilitation partners actively contributing to the knowledge creation and innovation agenda and processes.	Definition: Knowledge sharing and innovation depends to a large extent on the facilitation partners' initiatives (supported by the backbone organization), but now also emanates from network member champions' initiatives.	Definition: Knowledge sharing and innovation emanates from the nodes of member interactions. Technical facilitation partners play an active role in the coordination and implementation of the member-led knowledge creation and innovation processes. The backbone organization fuels and supports these processes where strategically relevant.
	Immature stage: As Network Manager, R4D designed FAN's early knowledge sharing activities and processes, including designing the methodology to be used for a regional landscaping of each of FAN's regions. FAN looks forward to the NCD Financing Accelerators' growing role in this area next year, when AFIDEP will design a regional learning agenda based on the findings of the Sub-Saharan Africa landscaping and its first regional convening.			
Dimension: Shared experience Variables: The extent to which members' 'shared experience' draws on collectively (versus individually) built knowledge and insights.	Definition: Members so far have built limited 'shared experience' that is entirely based entirely on the lessons and insights from their own individual successes and failures which they shared with the broader group. They do not yet see the value of systematically synthesizing and sharing these back home and mobilizing their institutions to apply the knowledge.	Definition: Members have developed quite some 'shared experience' through their engagements in the network events, but most is still based on members' individual lessons and insights. Their engagement in network events remains limited and insufficient to see the value of systematically synthesizing and sharing these lessons and insights back home and mobilizing their institutions to apply the knowledge.	Definition: Through their frequent engagements, members start to build more 'shared experience' that draws on collective lessons and insights, sufficient to see the value of bringing these back home. Some member champions start to mobilize their institutions to apply the synthesized knowledge and share their experiences back into the network.	Definition: Members have gained and built a substantial body of 'shared experience' that draws on collective knowledge and insights and is systematically synthesized and shared in the countries. They consistently mobilize their institutions to apply the knowledge and share their experiences back into the network, feeding back into the collective knowledge creation process.
	Immature stage: FAN has not yet recruited country members or held its first cross-country learning event.			
Dimension: Shared experience Variables: The extent to which members' experience involves mutual and collective benefits as a result from participation in the network.	Definition: Members do not see/ experience any mutual or collective benefit yet that help enhance their influence on policy and practice in their countries and regions.	Definition: Members start to see some potential benefit for addressing their individual needs and interests and improving policy and practice. But for most of them, the cost of participation is still higher than the benefit.	Definition: Members experience concrete mutual/ collective benefit from building collective knowledge and insights, addressing both individual and collective needs and interests. In the countries of the member champions, they start to see concrete improvements in policy and/ or practice as a result of the knowledge uptake and use.	Definition: Members gain substantial mutual/collective benefit from building collective knowledge and insights, which enable them to collectively develop innovative solutions (e.g., to address critical barriers to policy and system reform) that can be adapted to different contexts. There is evidence of concrete improvement in policy and/or practice in the member countries as a result of the knowledge uptake and use.
	Immature stage: FAN has not yet recruited country members or held its first cross-country learning event.			
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ANNEX 3

Rubric-based self-assessment of network maturity

Dimension and variables	Immature Stage	Early Maturing Stage	Advanced Maturing Stage	Highly Mature Stage
Dimension: Shared experience Variables: The extent to which members share their experiences and benefits with professionals and peers outside their network and countries.	Definition: Members (almost) never share their experiences and benefits with professionals and peers outside their network and countries.	Definition: Members rarely share their experiences and benefits with professionals and peers outside their networks and countries.	Definition: Members share their experiences and benefits with professionals and peers outside their networks and countries whenever there is an opportunity. Member champions start sharing observed improvements in policy and practice in their countries and attract the attention from funders and other relevant actors.	Definition: Members frequently and proactively reach out to professionals and peers outside their networks and countries to share their experiences and benefits with the aim of building global knowledge and network visibility. Consequently, there is an increasing global acknowledgment of the added value of the collaborative learning approach.
	Immature stage: FAN has not yet recruited members, hosted its first cross-country learning event, or produced knowledge products for dissemination to stakeholders.			
Dimension: Shared intent & identity Variables: The extent to which members have developed a shared sense of common purpose and take ownership of the network functioning and outcomes.	Definition: Members have not yet developed a shared sense of common intentionality or purpose. They may recognize they have a challenge in common and may have participated in defining the network's vision and learning agenda. But they do not yet have a collective intentionality to make the network work well and succeed.	Definition: Members start to develop a shared sense of common intentionality or purpose, but it's still fairly weak. They do not yet feel a responsibility to make the network work well and realize the potential of collective knowledge building and learning.	Definition: Members have developed a shared sense of common intentionality or purpose that is fairly strong. They care about their network and feel a responsibility for its functioning and outcomes	Definition: Members have a strong shared sense of common purpose and collectively take on full responsibility for the functioning, outcomes and sustainability of their network. They individually and collectively invest in supporting their peers and seeking ways to maximize the network's in-country contributions to impact.
	Immature stage: FAN has not yet recruited country members or begun developing a sense of community.			
Dimension: Shared intent & identity Variables: The extent to which members identify with the network and communicate its common purpose and identity.	Definition: Members do not identify with the network. They see their membership merely as a potential source to meet their individual interests and needs, and don't yet feel any particular pride in their membership. They are neither motivated to nor able to convey its common purpose and identity to the outside world.	Definition: Members start to identify with the network, but it's still fairly weak. They start to see their membership as a potential source to meet both individual and collective interests and needs, but are not able to convey its common purpose and identity to the outside world.	Definition: Members identify with the network and consider their membership as an relevant source for their own and others' professional life. They tell others about their membership and communicate its common purpose and identity to the outside world whenever there is an opportunity. Member champions start taking on a more active ambassador role.	Definition: Members strongly identify with the network and consider their membership as an indispensable source for achieving system reform in their own and other countries. They actively communicate its common purpose and identity to the outside world in convincing ways, and are successful ambassadors of their network. Consequently, the network increasingly attracts global attention and is well respected in all relevant policy circles for its contributions to impact.
	Immature stage: FAN has not yet recruited country members or begun developing a sense of community.			

ENDNOTES

1. NCD Alliance (2017). Why NCDs?
www.ncdalliance.org/why-ncds/NCDs
2. WHO (2023). Noncommunicable diseases.
www.who.int/health-topics/noncommunicable-diseases#tab=tab_1
3. The Lancet (2022). NCD Countdown 2030: efficient pathways and strategic investments to accelerate progress towards the Sustainable Development Goal target 3.4 in low-income and middle-income countries.
[www.thelancet.com/journals/lancet/article/PIIS0140-6736\(21\)02347-3/fulltext](http://www.thelancet.com/journals/lancet/article/PIIS0140-6736(21)02347-3/fulltext)
4. This number is likely underestimated as the website only tracks users who accept its cookie policy
5. These organizations included the World Bank, other multi-lateral development banks and organizations, private financing organizations, non-governmental organizations working in NCDs, and organizations leading similar regional and learning platforms for health and education.
6. Ghana, Kenya, Tanzania, Ethiopia, Indonesia, India, and Colombia.
7. Allen, LN (2017). Financing national non-communicable disease responses. Global Health Action, 10(1). doi: 10.1080/16549716.2017.1326687
8. WHO. Global Health Observatory. Non-communicable diseases: Mortality.



Join FAN in making a difference

Countries and local stakeholders are invited to engage with FAN by sharing insights, participating in exchanges, accessing technical support, and applying for catalytic seed funding.

Experts, the private sector, and civil society organizations can contribute their knowledge 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.

Take the first step at:
www.ncdfinancing.org