



COLLABORATING TO ACHIEVE UNIVERSAL HEALTH COVERAGE

Cross-sector partnerships to support healthcare system strengthening in Kenya



In focus:
KENYA

FOREWORDS



WILLY SORINEY
CHAIR, KAPI

Kenya Association of Pharmaceutical Industry (KAPI) is a membership organization representing manufacturers and local representatives that through research, invent and develop medicines and technologies that significantly improve people's lives. KAPI represents the industry to promote efficiency and access to medical products and healthcare technologies of the highest quality for diagnosis, health promotion, prevention and treatment of diseases. Intrinsic to KAPI's mission is to forge partnerships with stakeholders to create the necessary enabling environment and systems to sustainably support care to patients.

Collaborations and stakeholder engagements.

In support of the Government's role as the single largest provider of healthcare, KAPI member companies operating at local and global platforms offer access to critical medicines impacting HIV/AIDS, Malaria, TB, Immunisation, Maternal and Reproductive Health, Oncology and several Neglected Tropical Diseases (NTDs). These health concerns disproportionately affect the poor and constitute the bulk of the top 10 mortality causes in Kenya. Further, it has supported establishment of institutional frameworks to advance and anchor Universal Healthcare Coverage (UHC) on a sustainable path through participation and inputs into pricing of medicines, collaborations with the parliamentary health committee, KAPI made input into the [National Health Bill](#) (2019) to ensure comprehensive listing and inclusion of all cadres of healthcare professionals, review of taxation and scheduling of medicines. These engagements serve to strengthen systems through appropriate policies and guidelines.

At individual level, member companies have made significant investments towards advancing UHC through creation of systems and platforms that support underserved patients to access and stay in care. These companies have delivered innovations that advance sustainable financing, establishment of clinics in low cost

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areas through capitation, care for NCDs patients amongst others. Operating on a strategic long-term mandate, member companies have undertaken technology transfer initiatives to build local capacity to self-sustenance in managing critical situations. Some companies achieved a significant AIDS tech capacity transfer to a local manufacturer – COSMOS – to locally manufacture protease inhibitors. This had a magnified impact on the local company's ability to supply other unrelated products at WHO prequalification levels.

KAPI's engagement with the Pharmacy & Poisons Board on a quarterly roundtable and ad hoc basis has led to the creation of various policies and guidelines including; Parallel importation, Schedules & Scheduling, Cosmetics, Safety and Vigilance of Medical Products and Health Technologies, Recall and Withdrawal of Medical Products and Health Technologies, Kenya qualified person responsible for pharmacovigilance (QPPV) guidelines among others.

These engagements ensure progressive and appropriate regulation of the Kenya healthcare products environment for the benefit of the patients and stakeholders.

Kenya and the region stand a better chance to advance access to sustainable healthcare to its population and attain both UHC and SDGs through partnership and collaborations. Monumental challenges still persist in constructing and reconstructing the country supplies systems to enable seamless and cost-effective availability of medicines. Sustainable financing, governance and information systems similarly remain a constraint to faster development of the health systems. KAPI remains committed to work with government and other stakeholders to evolve the health systems towards an envisioned ideal as espoused in the governments' UHC Agenda.



THOMAS CUENI
DIRECTOR GENERAL, IFPMA

‘The COVID-19 pandemic has exposed major weaknesses of healthcare systems around the world and has brought home the message, loud and clear, that building a robust health system is investing in the future.’

The COVID-19 pandemic has exposed major weaknesses of healthcare systems around the world and has brought home the message, loud and clear, that building a robust health system is investing in the future.

Kenya has been a top advocate of the Sustainable Development Goals 2030 Agenda and is making substantial progress towards achieving Universal Health Coverage (UHC) through health system strengthening. In this respect, it was inspiring to read that Kenyan’s President Uhuru Kenyatta plans to reach UHC by 2022 and prioritizes UHC as part of his “big four action plan”.¹

COVID-19 has also highlighted the importance of strong political commitment and of partnerships in solving global health challenges. There is no one-size-fits-all approach to achieving UHC and as governments establish people-centred health services, there is the need to ensure continuous partnerships with the private sector to expand access to vital services.

There is strong support among the companies and associations that are members of the IFPMA, including KAPI, for developing more public-private collaborations to deliver products and services more efficiently and widely and thus to accelerate progress towards reaching UHC in 2030. From our perspective, there are three critical components to achieving UHC which are all elements of SDG Target 3.8:

- UPHOLD QUALITY PRIMARY HEALTHCARE to support “access to quality essential healthcare services”
- INVEST MORE AND INVEST BETTER IN HEALTH to support “financial risk protection”
- IMPROVE “access to safe, effective, quality and affordable essential medicines and vaccines”²

Our industry is committed to supporting governments and all relevant stakeholders toward each of these elements

and to achieve UHC. However, to do so, a supportive ecosystem and constructive multisectoral engagement on common objectives are required to make sure the private sector continues to play its part.

The research-based biopharmaceutical industry plays an essential role by discovering new medicines and vaccines to prevent and treat diseases. We work hand in hand with governments to provide treatment and prevention of disease and beyond research and development, our industry also contributes to address broader health challenges and to strengthen health systems to make UHC achievable.

Access and availability of essential medicines remain a challenge in many countries on the continent, especially in sub-Saharan Africa, which faces several hurdles, particularly with the supply chain. Even more so during the COVID-19 pandemic, our industry is committed to ensuring the continuous supply of essential medicines and facilitating the delivery of quality, affordable medicines and vaccines. We are also at the forefront of COVID-19 vaccine and treatment development and fully committed to fair and equitable access and ensuring no one is left behind, including in Africa. The work of [Access Accelerated](#) – the largest collective industry effort to address inequities in non-communicable disease care in Kenya and other low and middle-income countries – shows that companies are willing to invest in innovative business models to meet both local and national healthcare needs.

To spearhead progress in achieving UHC, we need to recognize the role of the private sector and ensure continuous dialogue amongst all stakeholders. Now more than ever, we believe that coordinated, inclusive, and multi-stakeholder action is necessary to build more resilient health systems that can cope with this unprecedented health crisis and be better prepared for future health challenges.

ACCELERATING EFFORTS TOWARDS UNIVERSAL HEALTH COVERAGE IN KENYA



Kenya has made strong progress in its advancement towards achieving the sustainable development goals (SDGs).³

Achieving universal health coverage (UHC), SDG target 3.8, aims to ensure that all “people have access to the health services they need, when and where they need them, without financial hardship.” It includes the full range of essential health services, from health promotion to prevention, treatment, rehabilitation, and palliative care.^{4,5} The SDGs and this clear target provide a framework for **Kenya to demonstrate its commitment to improving the health and wellbeing of its population and accelerate gains to build a stronger and more resilient healthcare system.** However, gaps in achieving the SDG targets remain, highlighting the need to focus efforts in accelerating progress.

Over the past decade, Kenya’s strong economic growth has enabled significant political, structural, and economic reforms that have driven social development, while also positioning the country as one of the fastest growing economies in sub-Saharan Africa.^{6,7} Kenya has achieved milestones in reducing hunger and poverty; the proportion of Kenyans living on less than the international poverty line declined from 50% in 2005/06 to 20.9% in 2019.⁸ In addition, Kenya has made progress towards health goals. The prevalence of HIV has more than halved since 1996 to less than 5% of the population in 2018,⁹ and since 2011 the tuberculosis (TB) cure rate reached 85%.¹⁰ The Ministry of Health’s (MoH) budget also continues to rise: in 2018/19 the Kenyan MoH received its largest allocation to date, although this remains below the 15% commitment made by the government in the Abuja Declaration.^{11,12} This positive progress – coupled with Kenya’s growing youth and productive population, highly skilled workforce, and strong infrastructure – provides a solid foundation for Kenya to lead by example in achieving UHC. Kenya, now more than ever, has an opportunity to accelerate progress towards equitable access to healthcare.

In support of the global agenda and its people, the Kenyan government has developed and committed to Kenya Vision 2030, a blueprint which aims to “transform Kenya into an industrialized, middle-income country providing a high quality of life to all its citizens by 2030.” As part of this, *Kenya’s Big Four Agenda* was developed to prioritize food security, affordable housing, manufacturing, and affordable healthcare for all (UHC) by the year 2022.¹³ Since initiation of this agenda, Kenya has implemented several national and sub-national

strategies to drive progress, including the decentralization of the healthcare system, the launch of a UHC pilot program “Afya Care”, and the expansion of its National Hospital Insurance Fund (NHIF), which provides inpatient and outpatient services to all enrollees with a defined comprehensive package for the formal sector and an evolving benefit package for the informal sector.^{14, 15, 16, 17}

Social health insurance is one of the most innovative and efficient ways of financing healthcare. The NHIF operates as a contributory scheme, with mandatory coverage of the formal sector through direct taxation of salaries and voluntary enrollment of the informal sector. Through the NHIF, Kenya has been able to achieve near-universal coverage of the country’s formal economy – covering 88.4% of this population. However, coverage in the informal sector has remained low at 18.9% owing to lower ability to pay for coverage and administrative challenges.^{18,19} To address this, the government is increasing efforts to help those working in the informal sector to join the NHIF.²⁰ The NHIF currently covers 6.2 million Kenyans, equating to only 15% of the population; the government aims to increase this number to 13 million by 2022. **It is essential to strengthen the healthcare system, given the double burden faced by Kenya – the rise of non-communicable diseases (NCDs), accounting for 1 in 3 of all mortalities and 50% of all adult hospital admissions in Kenya, alongside the continued burden of communicable diseases.**²¹

Strengthening healthcare systems to achieve UHC cannot be attained by one actor or one sector alone. Despite significant strides made towards the SDGs and extensive political will, gaps remain. Globally, Kenya has one of the highest maternal mortality rates (MMR) and for every 100,000 live births, 362 women die during pregnancy or childbirth. Under-five mortality remains unacceptably high at 52 deaths per 1,000 live births, compared against the SDG target of 25 per 1,000 live births.^{22,23}

Working across sectors – governments, civil society, academia, multilaterals, private sector and others – is essential to accelerate progress in strengthening healthcare systems, improving health outcomes and achieving UHC. Cross-sectoral initiatives provide opportunities to leverage the unique capabilities and skills of various industries, share expertise and know-how to create comprehensive, tailored and context-specific solutions that drive measurable impact. Through partnerships, different stakeholders are able to align ambitions and resources, while reducing the creation of parallel infrastructures and duplication of efforts, in order to build strong and resilient healthcare systems, improve

‘It is very difficult to be trapped in a community where you don’t have access to healthcare. I would really emphasize, especially with regards to universal health coverage, that the lower-level health system needs to be strengthened for those marginalized people, for those vulnerable communities who rely heavily on them. If you really want to open up access to healthcare, that’s where you need to focus.’

Lea Kilenga

Executive Director, Africa Sickle Cell Organization

health outcomes and achieve UHC. To ensure impact and accountability of these initiatives, standardized approaches, rigorous measuring and reporting, monitoring & evaluation and transparency are essential.²⁴

The private sector is a key stakeholder in the healthcare landscape and accounts for over 40% of health service provision in Kenya.²⁵

A key actor in the private sector is the innovative biopharmaceutical industry with its mission to discover, develop, manufacture and distribute valuable medicines that enable people to live longer, healthier, and more productive lives. However, the innovative biopharmaceutical industry recognizes that this goal cannot be achieved without partnership amongst industry, government, civil society and other health actors to achieve UHC, along with bridging the gaps to attaining other SDGs.

The COVID-19 pandemic has underscored the importance of collaboration to strengthen healthcare systems that are better prepared to respond to future health threats.

Around the world, the innovative biopharmaceutical industry has played a pivotal role in responding to the pandemic, working alongside local stakeholders to identify solutions to the most pressing challenges, and supporting countries and communities to strengthen global health security in preparation for future emergencies. In Kenya, Kenya’s Association of Pharmaceutical Industry (KAPI) members have provided support through in-kind donations and technical assistance to reduce the long-term impact of the pandemic.

The innovative biopharmaceutical industry is accelerating efforts in research and development (R&D) to develop COVID-19 vaccines and treatments whilst working hand-in-hand with partners to ensure continuity of supply, delivery and provision of healthcare services and medicines.²⁶

For example, KAPI has worked in close collaboration with the Kenyan government to develop a national prioritization list for essential medicines to safeguard stockpiles in the event of short supply during the COVID-19 pandemic. These efforts are helping to ensure that logistical challenges do not result in disruptions in access to essential medicines for Kenya’s population.²⁷ This crisis has also unearthed an opportunity for all stakeholders to work together in order to build back the healthcare system better and more sustainably. The innovative biopharmaceutical industry is committing to and engaging in increasing levels of international collaboration and coordination through initiatives such as the COVAX Facility, led by CEPI and Gavi, to support equitable access to vaccines being developed. IFPMA is a founding partner of the Access to COVID-19 Tools (ACT)-Accelerator collaboration to accelerate the development, production and equitable access to new COVID-19 diagnostics, therapeutics and vaccines. Kenya has joined the COVAX facility to support equitable access to vaccines when they are available.²⁸

In Kenya, we have a long-term commitment to help in strengthening the healthcare system and in achieving Kenya’s ambition of UHC. The innovative biopharmaceutical industry’s holistic approaches focus across three key strategies:

- 1 Collaborating across sectors to strengthen healthcare systems and respond to local needs**
- 2 Working to support national strategic priorities**
- 3 Increasing access to quality healthcare and treatment**

This report provides an overview of how the innovative biopharmaceutical industry is advancing efforts to support Kenya in achieving UHC, with six case studies that illustrate company contributions towards healthcare system strengthening.

In the context of Kenya’s ambition and the countdown to the SDGs, now more than ever, we have an opportunity to accelerate progress to achieving these goals over the next decade by working across sectors. We invite all actors to explore our work and engage with us as we sustain the quality and impact of our efforts.

STRENGTHENING THE HEALTH ECOSYSTEM



The World Health Organization’s healthcare system building blocks framework highlights the need for cross-sector approaches, and an ecosystem that goes beyond a focus on health alone to improve population health.²⁹

Given the complexity of this ecosystem, working closely with cross-sector stakeholders is essential to foster collaboration and drive progress towards UHC.

To achieve sustainable progress towards the health-related SDG targets, an ecosystem that facilitates collaboration and government engagement through public-private partnerships is essential to align priorities and efforts, as outlined in [UHC2030’s Private Sector Constituency Statement](#) to support UHC by 2030.³⁰ Such an ecosystem should ensure that there are “processes for structured and meaningful partner engagement; that national health strategies and plans set clear, evidence-based policy objectives; that there is a robust regulatory and legal system; that there are more and better investment in health, especially to strengthen healthcare systems; that there is appropriate capacity and procedures to work with non-state actors; and there is knowledge and evidence on ‘what works’ for healthcare

systems and UHC.³¹ **Furthermore, an ecosystem that places people at its core helps to improve patient experience, health outcomes and resource allocation (see Fig. 1).**³² Cross-sector collaboration will help sustain current initiatives and implement innovative approaches, increasing access to quality, affordable care.

The innovative biopharmaceutical industry is committed to facilitating dialogues and partnerships with stakeholders across sectors. Each stakeholder plays a critical role in the healthcare system and in improving health outcomes. Trusted partnerships are at the center of our approach to supporting healthcare systems. The innovative biopharmaceutical industry is guided by a culture built on strong values and principles, trust, care, fairness, respect, honesty (see Fig. 2).³³ **Ethics and integrity are the cornerstones of the innovative biopharmaceutical industry’s culture to guide business behavior and interactions with healthcare stakeholders.**

We believe that greater policy coherence between trade and health policies can ensure that international trade rules maximize health benefits and minimize health risks, especially for vulnerable populations. Predictable legal and regulatory framework is needed to enable innovation and collaborations. **With conducive policy environments in place, the innovative biopharmaceutical industry can continue to innovate and collaborate to contribute to improving population health.**

Fostering a conducive environment for increased access to life-saving medicines is key to Kenya’s economic development and enabling Kenyans to live longer, healthier, and more productive lives. For this, a market environment needs to be predictable and provide for a level playing field, while also recognizing the value of medicines. In the long run, to sustainably address the issue of access to medicines, it is critical to foster innovation. Sound intellectual property incentive systems are stimulus factors for innovation, including transfer of technology, capacity building, local entrepreneurship, and economic development.

The innovative biopharmaceutical industry is also committed to tackling the issue of substandard, falsified and counterfeit medicines – a rising threat to patients around the globe. Strong engagement and coordination with stakeholders, such as civil society,

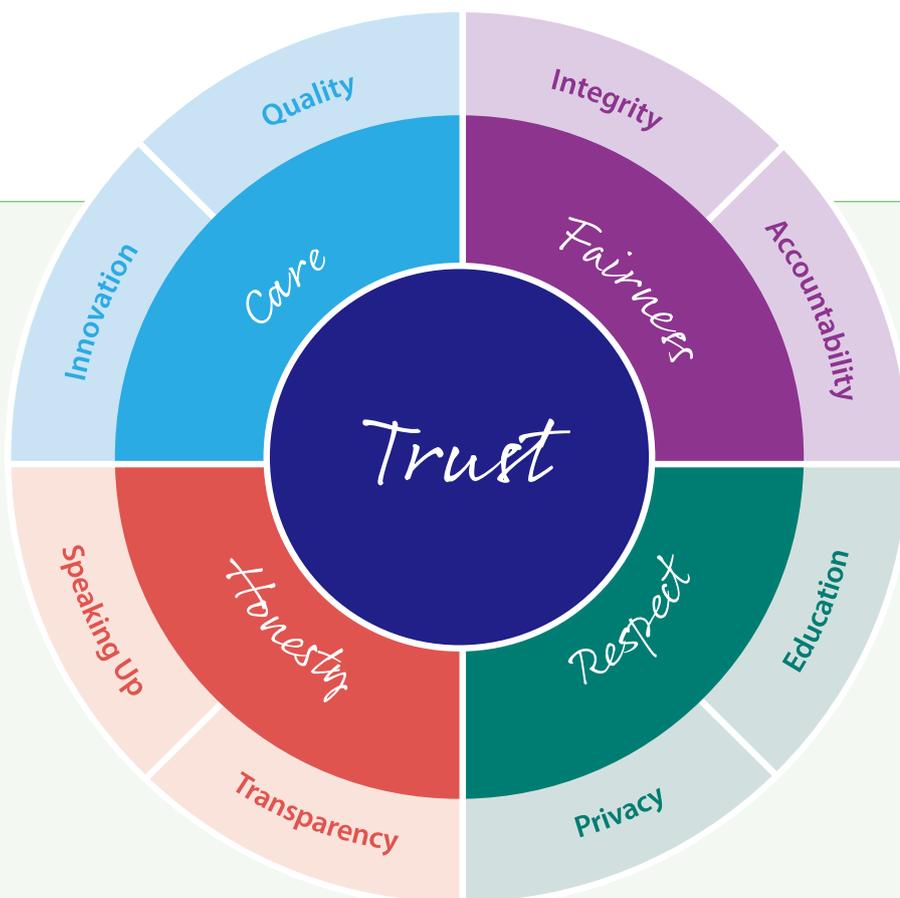
Figure 1: A dynamic and collaborative health ecosystem



health professionals, public and private organizations, pharmaceutical manufacturers, wholesalers, and national regulators, is crucial to address this complex global health challenge effectively and sustainably. The innovative biopharmaceutical industry contributes by raising awareness on this issue through a multi-pronged approach, for example through the [Fight the Fakes campaign](#), increasing research and data collection implementing effective technologies to strengthen supply chains, and calling for stronger national regulatory and legal frameworks.³⁴ KAPI also recently took part in a training on Substandard, Falsified and Counterfeit medicines organized by Expertise France and Kenya's Pharmacy and Poisons Board to identify ways to address this growing challenge.

Finally, the Kenyan government is partnering with the innovative R&D pharmaceutical industry through programs, like Novartis' **Novartis Access** and Astellas' **Action on Fistula**, to accelerate societal development progress.³⁵ Through these programs and by aligning with national strategic priorities, the innovative biopharmaceutical industry stands together with the global health community in supporting Kenya's healthcare system, ensuring no-one is left behind on our collective journey to reach the SDGs and achieve UHC.

Figure 2:
IFPMA's Ethos



PRIVATE SECTOR ENGAGEMENT IN KENYA TO SUPPORT HEALTHCARE SYSTEM STRENGTHENING

Universal Health Coverage (UHC) is **A JOURNEY UNIQUE TO EACH COUNTRY'S NEEDS AND PRIORITIES**, and there is no one-size-fits-all approach.

However, no single actor or sector can achieve UHC on its own. Each country must deploy necessary resources to achieve them and must prioritize which health services to cover, what beneficiary population groups to cover, how to pay for those services, and how to ensure effective and efficient delivery in consultation with stakeholders.

In recognition of the need to move together towards achieving UHC, the innovative R&D-based biopharmaceutical industry stands together with the global health community to support Kenya in accelerating efforts.

'Everyone has made use of health services or products provided by the private sector; from a doctor or nurse; from medicines or diagnostics; from insurance. One way or another, the private sector is part and parcel of UHC, and its involvement is critical in delivering it. Pitting public versus private is an unhelpful discussion.'

Dr. Githinji Gitahi

Global CEO, Amref Health Africa & Co-Chair of UHC2030 Steering Committee

OUR APPROACH TO SUPPORTING

UNIVERSAL HEALTH COVERAGE IN KENYA

WORKING TO SUPPORT NATIONAL STRATEGIC PRIORITIES

The innovative R&D-based biopharmaceutical industry is working to **SUPPORT THE GOVERNMENT'S AMBITION TO ACHIEVE UHC** by 2022 through increased partnerships.



WE ALIGN WITH GOVERNMENTS' STRATEGIC PRIORITIES TO ENSURE INITIATIVES AND PROGRAMS ARE COORDINATED AND RESPOND TO THE NEEDS AND DEMANDS OF LOCAL POPULATIONS

- Strengthen **local infrastructure**
- Sustain **long-term implementation**
- Reinforce **local ownership**

COLLABORATING ACROSS SECTORS TO STRENGTHEN HEALTHCARE SYSTEMS AND RESPOND TO LOCAL NEEDS

Our partnerships are **IMPLEMENTING TAILORED PROGRAMS** that align resources and expertise to strengthen Kenya's healthcare system.

INCREASING ACCESS TO QUALITY HEALTHCARE AND TREATMENT

Unique **CROSS-SECTORAL AND COORDINATED PARTNERSHIPS** are helping to broaden access to quality healthcare and to drive long-term sustainable, healthcare system strengthening as well as progress towards the SDGs.

PARTNER TYPES

WE PARTNER WITH A DIVERSE RANGE OF ACTORS TO STRENGTHEN HEALTHCARE SYSTEMS



Governments



Academia



Civil society



Multilaterals



Donors



Non-Governmental Organizations (NGOs)



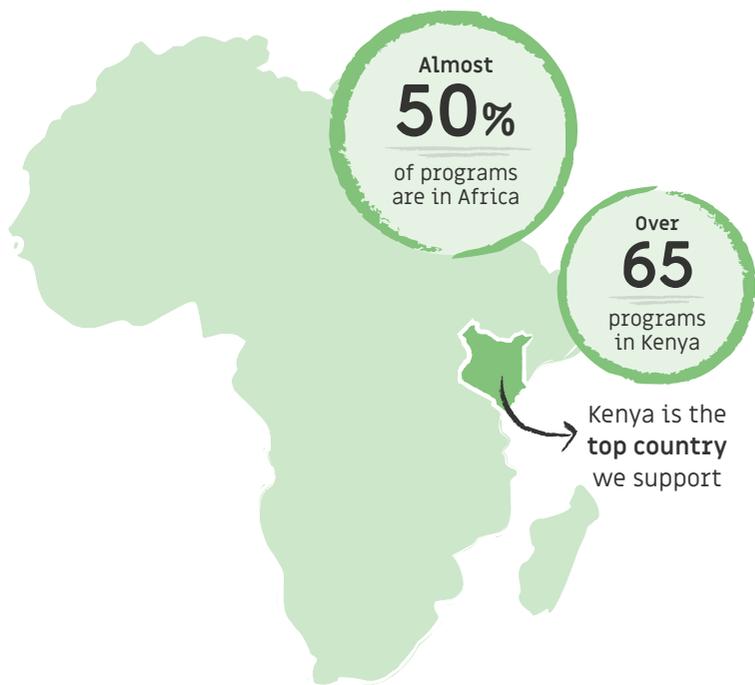
Other private sector actors



THE DIVERSE RANGE WE SUPPORT

WE SUPPORT A DIVERSE RANGE OF EFFORTS TO ENSURE ACCESS TO HEALTH

- We build **local healthcare professional capacity** through training programs.
- We support **supply chain, procurement, and financing** initiatives.
- We strengthen **healthcare facilities** through the provision of equipment and resources.
- Our disease prevention programs **engage communities, educate target populations, and increase disease awareness.**
- Increase access to medicines through **sustainable affordability approaches and robust pricing strategies.**



Collaborating for a sustainable future

Our **interactive knowledge hub** collates information on our industry's collaborations, including **over 65 programs** in Kenya.



40% of our programs in Kenya focus on healthcare system strengthening



Our programs collaborate with **Over 200** cross-sector partners

THE TYPES OF PARTNER WE COLLABORATE WITH MOST ARE:

| | |
|--|--|
| 42 Global NGOs <i>42 PROGRAMS</i> | 16 National and local governments <i>16 PROGRAMS</i> |
| 21 Academia and Research Institutes <i>21 PROGRAMS</i> | 13 Local NGOs <i>13 PROGRAMS</i> |

OUR MEMBERS COMPANIES WORKING IN KENYA:



+ **Access Accelerated**, an initiative led by 23 biopharmaceutical companies, including most of the companies listed above.



THE PARTNERS WE WORK WITH MOST ARE:



Clinton Health Access Initiative



Academic Model Providing Access to Healthcare (AMPATH)



Bill and Melinda Gates Foundation



Moi Teaching and Referral Hospital

18%

of our programs work with Civil Society and Local NGOs

THE MOST COMMON ARE:



Kenya Conference of Catholic Bishops and Christian Health Association Kenya / Mission for Essential Drugs and Supplies (MEDS)



Kenya Red Cross



PATH

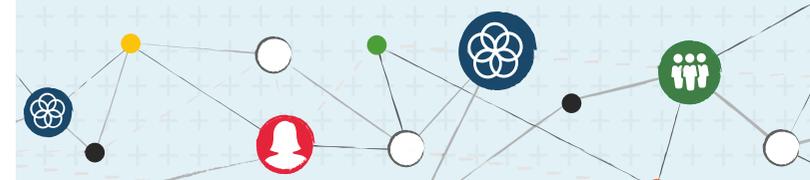


NCD Alliance Kenya



Kenya Cardiac Society

LEARN MORE AND EXPLORE 267 PROGRAMS WORKING ACROSS COUNTRIES AND DISEASE AREAS AT [→ globalhealthprogress.org](http://globalhealthprogress.org)



RECOMMENDATIONS

To accelerate efforts to strengthen Kenya's healthcare system and support the government's ambition to achieve UHC and the SDGs, we call for all actors in the health ecosystem to:



CONTRIBUTE TO CO-CREATING A CONDUCTIVE HEALTH ECOSYSTEM

- **Create a diverse, dynamic and conducive health ecosystem** for partnerships to sustain existing efforts and safeguard future initiatives. This can be achieved by fostering a robust and innovative ecosystem as well as a predictable legal and regulatory framework, and creating incentives for collaborations and stakeholders' investments in health to ensure economic stimulus and patient access to medicines.
- **Strengthen national regulatory capacity** to foster global best practices related to assessing the safety and efficacy of new medicines, accelerating patient access to life-saving medicines.
- **Build capacity, enhance government frameworks, and improve surveillance systems** to address the issue of substandard, falsified and counterfeit medicines and the illicit trade of medicines.



IMPROVE ALIGNMENT AND COORDINATION OF EFFORTS

- **Prioritize initiatives** that support the Kenyan President's efforts to strengthen the country's healthcare system and institutions, while promoting Kenya's economic development.
- **Align programs to national strategic priorities and objectives**, including working in partnership with the government to avoid the creation of parallel structures and ensure sustained efforts.
- **Facilitate strong public-private partnerships across stakeholders** which have shared visions and objectives and support progress towards UHC and the SDGs.



RESPOND TO LOCAL NEEDS THROUGH TAILORED SOLUTIONS

- **Develop coordination mechanisms**, such as working groups and focus groups, that gather insights and perspective from local stakeholders and communities to develop effective initiatives.
- **Establish platforms to facilitate and encourage ongoing discussion** and collaborations to support local needs and optimize private sector expertise.
- **Build capacity and awareness** for local entrepreneurs on how to leverage their innovations.



'The launch of CVD guidelines in 2018 was a significant milestone. This was the first edition of CVD guidelines in Kenya and the region. Successful implementation of these guidelines will standardize the care provided to patients across the country. For a long-time clinicians relied on different international guidelines which were not practical for our setting...I believe these guidelines will help decentralize CVD care to the primary healthcare level so as to make CVD services more accessible.'

Dr. Lillian Mbau

Chief Executive Officer of Kenya Cardiac Society

COLLABORATING ACROSS SECTORS TO STRENGTHEN HEALTHCARE SYSTEMS AND RESPOND TO LOCAL NEEDS



We are working collaboratively with stakeholders across sectors to implement programs that leverage each other's diverse expertise and align resources to drive progress towards UHC in Kenya.

By working with civil society and other local organizations, we incorporate local perspectives in our programs to ensure that they are tailored and context-specific.

Although Kenya has seen significant health gains over the past decade, stakeholders' efforts remain fragmented and siloed. There is an opportunity for stakeholders to collaborate more effectively to strengthen the healthcare system and accelerate progress towards UHC.

To respond to local needs and demands, implementing programs that contribute to strengthening healthcare infrastructure and increasing access to quality treatment and care is essential. Our strategies include supporting community outreach to increase disease awareness, health workforce capacity to improve access to high-quality care, supply chains to safeguard access to medicines, immunization programs for long-term improvements in public health, regulatory capacity building, local outbreak surveillance efforts, and local infrastructure. For instance, to address a significant shortage of oncology professionals in Kenya relative to the burden of disease, Takeda partnered with local stakeholders (AMPATH, Moi University, Moi Teaching and Referral Hospital) to support the development of healthcare leaders and oncology specialists (**AMPATH Oncology Preceptorships & Telemedicine Program**).³⁶ To build awareness of NCDs, the **Merck (KGaA) Community Awareness Program** ensures easy access to knowledge about diseases such as cancer, hypertension and diabetes by providing educational materials in local languages.³⁷

To support local ownership and the sustainability of programs, the innovative biopharmaceutical industry works in close collaboration with the government and local NGOs. An important component of this is understanding the local differences in health trends owing to Kenya's diverse and growing population. The population is made up of many groups with different socioeconomic levels, burdens of disease and healthcare access barriers.³⁸ To ensure successful implementation

and intended programmatic outcomes, including long-term supply of high quality, effective, safe and affordable medicines, we need to comprehensively address multifaceted healthcare challenges and partner with local stakeholders to create and implement targeted interventions. We use diverse approaches to better understand these challenges including focus groups or human-centered design. For instance, the GSK/Johnson & Johnson/Gilead Sciences-led **DREAMS Innovation Challenge program** brings together thinkers from inside and outside the HIV sector to implement solutions that address the root causes increasing girls' HIV risk. Together, the partners committed \$85 million for this new initiative which is calling for high-impact innovative, sustainable solutions in six holistic focus areas: Strengthening Capacity of Communities for Service Delivery; Keeping Girls in Secondary School; Linking Men to Services; Supporting Pre-Exposure Prophylaxis (PrEP); Providing a Bridge to Employment; Applying Data to Increase Impact.

In addition to NGOs and communities, we are also increasing collaborations among the biopharmaceutical industry through multi-company programs to align areas of expertise and interest. Launched in January 2017, **Access Accelerated** is an initiative implementing scalable and sustainable NCD solutions in low- and middle-income countries (LMICs) by helping the public and private sectors work better together. With more than 25 member companies working on 106 public health programs in 136 countries, Access Accelerated is the largest collective industry effort to address inequities in NCD care. In Kenya, Access Accelerated works to reduce barriers to care, including policy, regulatory, financial and delivery hurdles, across areas where members' expertise can accelerate solutions, including support in supply chain, primary care, digital health and empowering communities.

Comprehensive cross-sectoral approaches enable us to share learnings and strengthen Kenya's healthcare system in a sustainable way. To meet Kenya's ambition in achieving UHC by 2022, all stakeholders need to accelerate efforts to provide holistic care and treatment by sustaining currently effective collaborations and exploring new promising approaches.

COLLECTIVE EFFORTS ADVANCING TOWARDS UHC IN KENYA

OVERVIEW

In partnership with AMPATH, IFPMA member companies are working together to increase access to healthcare, improve health outcomes and reduce mortality among the underserved by implementing an integrated model of care in targeted areas of Kenya. After initially focusing on addressing the HIV/AIDS epidemic, AMPATH expanded its model into an integrated healthcare system approach addressing issues of maternal, new-born, and child health as well as chronic diseases such as cancer, diabetes, cardiovascular disease, and mental health. By working as a consortium, companies are aligning resources and differing expertise to address local need in communities and build local capacity.

RESULTS

- AMPATH has reached over 8 million Kenyans, care is being provided to 150,000 HIV patients and 5,000 cancer patients are treated annually.
- 2,600 medical professionals and community health workers have been trained.
- 55,000 people have been mobilized through 2,200 community groups which support local savings, loans, and financial literacy.



STRATEGY:

Health system strengthening



MEMBER COMPANIES:

AbbVie, Access Accelerated, AstraZeneca, Boehringer Ingelheim, Bristol-Myers Squibb Foundation, Lily, MSD, Pfizer & Takeda.



PARTNERS (3 OF 5):

AMPATH, Moi University & Kenyan Ministry of Health.

See [Global Health Progress](#) for the full program overview.

COLLECTIVE RESPONSE TO COVID-19 IN KENYA

OVERVIEW

During the COVID-19 pandemic several organizations have come together to form the collective National Business Compact Coalition (NBCC) Kenya to address challenges caused by the pandemic. NBCC has received over \$7 million USD in-kind and cash contributions (including a \$4 million USD commitment made by Johnson & Johnson) and aims to accelerate local action and support the government's response. For example, partners have provided essential protective equipment to government quarantine facilities.

RESULTS

- NBCC distributed 100,000 masks and 311,500 bars of soap to handwashing hubs.
- NBCC launched the Hygiene and Behavior Change Communication (HBCC) training for frontline healthcare staff in 10 counties.



STRATEGY:

Health system strengthening



MEMBER COMPANIES:

Johnson & Johnson



PARTNERS (3 OF 9):

Brands in the hygiene business, Kenya Association of Manufacturers & Kenya Private Sector Alliance.

See [NBCC](#) for the full initiative overview.

WORKING TO SUPPORT NATIONAL STRATEGIC PRIORITIES



By outlining clear ambitions and objectives in national policy, the Kenyan government has established a foundation for coordinated action on national priorities and objectives.

Diverse stakeholders, including the innovative biopharmaceutical industry, continue to work to support national priorities and the journey to achieving UHC by 2022.

The government is a critical stakeholder in health provision. Through formulation, implementation and custody of national policies, the government's involvement is critical to the achievement of UHC; however, it requires input and support from all players and stakeholders to succeed. As part of Kenya's *Big Four Agenda* for national sustainable development, President Uhuru Kenyatta declared UHC a national priority in December 2018. In line with this, the Government of Kenya has committed to ensure that all residents of Kenya can access the essential health services they require by 2022. The National Health Policy Strategy Plan 2014-2030 includes measures to increase health insurance coverage, reduce out-of-pocket household expenditure and increase access to an essential health services package. **Recognizing the need for cross-sectoral approaches, one of the six key objectives of the plan is to strengthen collaboration with private and other health-related sectors.**³⁹ **The plan sees the private sector as complementary to the public sector in terms of increasing geographical access to health services and the scope and scale of services provided. We support the government's ambition to increase multi-stakeholder approaches to accelerate progress towards UHC.** For instance, KAPI has been working with the Kenyan government to define reimbursement plans and medicine pricing (Kenya Pharmaceutical pricing committee) and, more recently during the COVID-19 pandemic, to develop a national prioritization list for essential medicines in the event of short supply.

In line with the government's ambition, strengthening primary care and community engagement are two essential pieces of the puzzle to ensure that everybody's health needs can be met. The innovative biopharmaceutical industry is committed to working closely with the Kenyan government and local counties,

as well as other local stakeholders.

Through our collaborations with the government, we aim to strengthen local infrastructure, sustain long-term implementation, and reinforce local ownership. **Close collaboration with the government helps us to ensure initiatives and programs are coordinated and respond to the needs and demands of local populations.** For this, given Kenya's devolved health system and the differences in health trends across counties, it is essential to better understand local priorities and existing initiatives. Better alignment with long-term national priorities also ensures local actors' ownership and long-term integration of initiatives, reducing the burden on government and local stakeholders. For instance, the Bristol Myers Squibb Foundation's **Secure the Future initiative** established the Multinational Lung Cancer Control Program within selected African countries, including Kenya, to provide support towards improving access to early diagnostic services for lung cancer by working with communities and the MoH.

Partnership with the government therefore is a strong mechanism to improve health for the underserved that form the majority of the population. The KAPI member companies operating on local and global platforms offer access to critical medicines impacting HIV/AIDS, malaria, TB, immunization, maternal and reproductive health, oncology and several neglected tropical diseases. These health concerns disproportionately affect the poor and constitute the bulk of the top 10 mortality causes in Kenya.

'Training is important so that we can detect early and treat early...We are getting more of the patients getting help. I love helping people because this person may be having a family that is depending on them. So life continues – it is not cut short.'

Joyce Mwende

Nurse, Isiolo County Referral Hospital

STRENGTHENING KENYA'S SUPPLY CHAIN

OVERVIEW

In Kenya, Access Accelerated partnered with PATH to complete a “Journey of the Pill” supply chain mapping of NCD commodities to address barriers and improve supply chain management in line with local priorities. In 2019, an end-to-end NCD supply chain assessment was conducted in six counties and with 60 public, private and faith-based facilities. During the assessment process, PATH supported the Ministry of Health in establishing a supply chain technical working group that will guide action in the future.

RESULTS AND MILESTONES

- The assessment highlighted areas for improvement such as where data quality impedes forecasting for budgetary and procurement processes. Post-procurement cost escalators were identified that indicated a need for further studies, and in the final stages of the journey, there were some disruptions caused by late deliveries.
- As a result of the assessment, an action plan is being developed in partnership with the Kenyan Ministry of Health and a cross-sector coordinating body to strengthen supply security and rational use, with activities projected to continue into 2020.



STRATEGY:

Health system strengthening



MEMBER COMPANIES:

Access Accelerated –

[20+ member companies](#)



PARTNERS (1 OF 1):

PATH

See [Access Accelerated Report](#) and [Access Observatory 2020 Report](#) for the full program overview

KENYA'S BREAST CANCER NATIONAL ACCESS PROGRAMME

OVERVIEW

In collaboration with the government, Roche is working to improve breast cancer care in Kenya, building on the country's 2015-2020 National Strategy for the Prevention and Control of Non-Communicable Diseases and complementing the campaign from the African First Ladies. The program's main components are the development of a funding price reduction mechanism for drug treatment; Strengthening of healthcare capacity; Improvement of diagnostic capabilities.

RESULTS AND MILESTONES

- Roche is funding training scholarships for five medical oncologists and six oncology nurses. The training includes support for two, two-week surgical preceptorship programs in biopsy techniques.



STRATEGY:

Health system strengthening



MEMBER COMPANIES:

Roche



PARTNERS (1 OF 1):

Kenya Ministry of Health

See [Global Health Progress](#) for the full program overview.

INCREASING ACCESS TO QUALITY HEALTHCARE AND TREATMENT



The innovative biopharmaceutical industry remains committed to contributing to access to quality healthcare, driving long-term sustainable, healthcare system strengthening solutions and pressing forward towards achieving the SDGs and UHC.

Despite UHC roll-out and NHIF enrollment, only 15% of Kenyans are covered by the NHIF, Kenya's social health insurance. With a population of 51 million and rising, this means as many as 33 million Kenyans are excluded from quality healthcare coverage.⁴⁰ Ensuring Kenyans have access to basic healthcare is both a constitutional right and fundamental to achieve UHC. The rise of NCDs means Kenya now faces a double burden of disease: infectious diseases and NCDs. This has increased the need to provide high-quality care and treatment to curb the rising economic burden and long-term impact on the health and development of Kenya. The COVID-19 pandemic has also shown how additional pressure on healthcare systems which are not prepared can have dramatic consequences on population health.

To increase access to quality healthcare and treatment in a sustainable way, our programs use several strategies to address issues of medicine provision, and partner with the government and local actors to ensure ownership and sustainability. These initiatives include, among others, supply chains and infrastructure improvements (**Access Accelerated**), technology transfers (**Gilead Technology Transfers/Licensing Agreements**), and digital health solutions to strengthen the healthcare system's resilience, while also increasing timely access and reducing medicine shortages. For instance, Eli Lilly and Company, along with several partners, supports AMPATH by helping to equip a new **AMPATH Oncology Institute center**, hire additional staff and train local healthcare professionals, ultimately allowing AMPATH to screen, treat and provide palliative care to more people, many of whom lack access to quality health services.⁴¹ In terms of digitally-enabled solutions, both Sanofi and Boehringer Ingelheim partnered with PharmAccess to launch the **Ngao Ya Afya and Tiba Yako programs** respectively to enhance access to affordable and quality diabetes and hypertension care via M-TIBA, a mobile healthcare platform that connects patients, payers and providers through a mobile health wallet, which can be used by anyone with access to a simple mobile phone.^{42, 43}

Strategies targeting capacity building and awareness raising provide important benefits to increase access. In particular, we are working to build healthcare provider capacity and increase community awareness to tackle health-seeking behavioral barriers and treatments uptake. For instance, the Astellas Pharma Inc-funded **Action on Fistula program** uses a comprehensive approach – innovative community outreach, surgeons and community health volunteers training, a collaborative network of fistula hospitals and screening, surgery, and post-surgery care – to transform the treatment landscape in Kenya and increase access to life-changing surgery to women with obstetric fistula.⁴⁴

In the case of the fight against HIV/AIDS in Kenya, many of our member companies are engaged in efforts to fight by ensuring access to health through different strategies. For instance, **AbbVie and the Medicines Patent Pool** entered into two royalty-free licensing agreements to accelerate access to lopinavir/ritonavir (LPV/r) and ritonavir in many low- and middle-income countries.⁴⁵ Roche works to improve access to HIV treatment through two programs. Firstly, by partnering with the **Kenyan Medical Research Institute (KEMRI)**, **Roche** installed HIV diagnostic instrument at KEMRI, trained KEMRI technicians, and provided sustainable pricing for HIV reagents through the company's Global Access Program.⁴⁶ Secondly Roche also launched the **AIDS Technology Transfer Initiative (TTI)** to support companies in Kenya to produce generic HIV medicines through knowledge sharing and capacity building.⁴⁷ In terms of access to preventative measures, the collaborative program **Advancing Science to Prevent HIV & Empower Women & Girls** between Johnson & Johnson and the International Partnership for Microbicides (IPM) supports the development and delivery of innovative tools to enable women and girls in developing countries to protect themselves against sexual transmission of HIV.⁴⁸ Moving forward, it is important to leverage learnings from these successful programs and apply them to tackle new challenges – such as the COVID-19 pandemic.

Through such efforts, the innovative pharmaceutical industry aims to become a partner of choice to Kenya as well as governments across the world to help increase access to care and treatment in a coordinated and holistic way.

NOVARTIS ACCESS

OVERVIEW

The Novartis Access program broadens access to a portfolio of 15 medicines to treat several NCDs by offering them as a package to governments, NGOs and other public sector healthcare providers for USD \$1 per treatment, per month. The aim is to make this innovative approach commercially sustainable over time, enabling continuous support in participating countries. In parallel, the program also provides capacity-building activities to support healthcare systems in preventing, diagnosing, and treating chronic diseases. In 2017, in partnership with the Kenya Red Cross, the program was implemented in the Dadaab refugee camps through community disease awareness sessions as well as training for community health volunteers and hospital healthcare providers.

RESULTS AND MILESTONES

- In the first three months of the project, 368 people were screened in the camps, with 69 enrolled for further treatment and management.
- As of 2017, 360 000 Novartis Access treatments have been imported and a total of 10 counties and 136 faith-based facilities distributed the products.
- Approximately 40 “train the trainer” sessions were held in 2017 to increase NCD screening capacity across Kenya. This improved screening capacity has led to an increase in patient referrals as well as empowering patients as health advocates.



STRATEGY:

Health system strengthening



MEMBER COMPANIES:

Novartis



PARTNERS (3 OF 15):

Kenyatta National Hospital,
Kenyan Ministry of Health &
Kenya Red Cross.

See [Global Health Progress](#) for the full program overview.

DIABETES BASE OF THE PYRAMID PROJECT

OVERVIEW

The Base of the Pyramid (BoP) project targets more than one billion people globally with low incomes who have difficulty accessing diabetes care. The BoP project aims to create shared value by developing scalable, sustainable, and profitable solutions that increase access to diabetes care in LMICs. In Kenya, a partnership model aims to strengthen five pillars of diabetes care: increased awareness of diabetes; early diagnosis of diabetes; access to quality care by trained professionals; stable and affordable insulin supply; and, improved self-management through patient education.⁴⁹

RESULTS AND MILESTONES

- In 2018, the project reached 19,500 diabetes patients in Kenya.
- The BoP was implemented in 28 of 47 counties in Kenya. The Meru county had 35 of 62 facilities (56%) participating in the project. Out of the five BoP pillars, most notable progress was made in achieving the stable and affordable insulin supply.



STRATEGY:

Health service delivery



MEMBER COMPANIES:

Novo Nordisk & Roche



PARTNERS (3 OF 10):

Kenya Ministry of Health,
University College London
& Kenya Defeat Diabetes
Association.

See [Global Health Progress](#) for the full program overview.



Collaborating for a sustainable future

To achieve UHC globally, stakeholders across sectors need to come together to tackle the global challenges of healthcare systems.

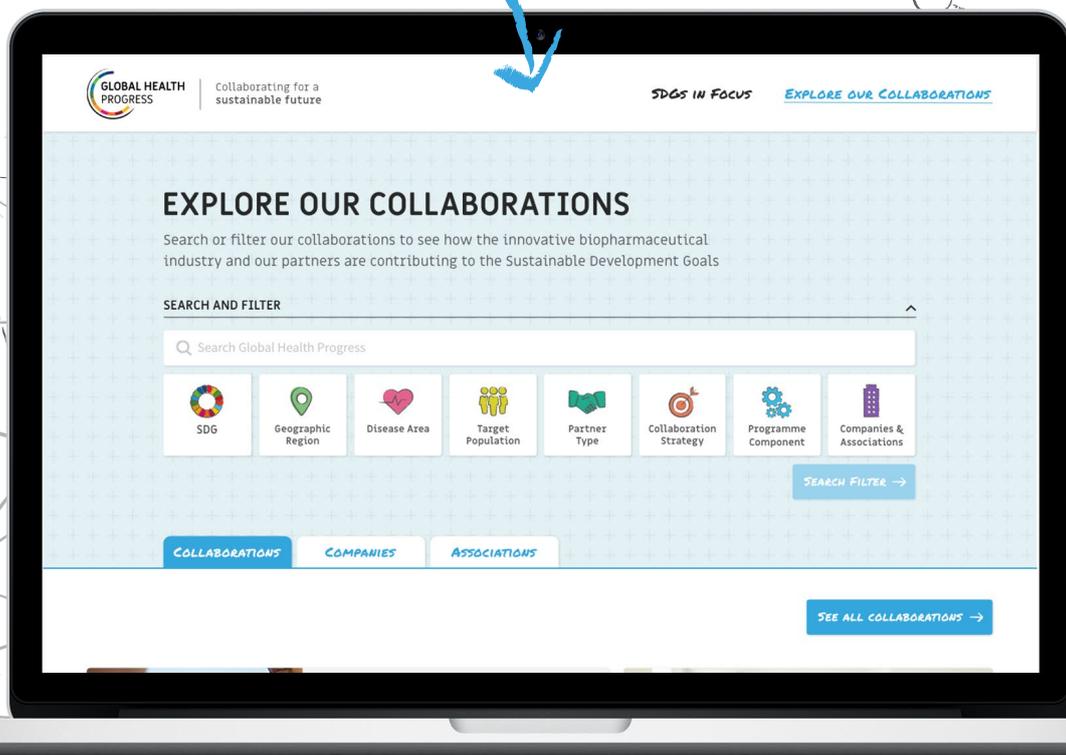
We must learn from one another and share our expertise. In doing so, we will establish meaningful partnerships to pool resources to ensure we play our part in helping the world achieve the SDGs over the next decade.

In 2019, IFPMA launched [Global Health Progress](#) as part of our commitment to support, strengthen and advance collaborations in global health. Our knowledge hub collates the full breadth of our collaborations. The case studies showcased in this report represent a

small segment of the work our member companies and partners do to strengthen Kenya's healthcare system. We invite you to explore over 65 additional programs in Kenya on [Global Health Progress](#), along with more than 250 programs supporting across all areas of health. We cannot achieve a UHC world in silos and invite interested parties and potential partners to register their interest on [Global Health Progress](#) to work together on existing or new programs.

We believe together we can strengthen healthcare systems and achieve UHC over the next decade, ensuring everyone receives the care and treatment they need, and no one is left behind.

EXPLORE OUR COLLABORATIONS AT
globalhealthprogress.org



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ACRONYMS & ABBREVIATIONS

| | |
|----------------|---|
| IFPMA | International Federation of Pharmaceutical Manufacturers & Associations |
| IP | Intellectual Property |
| KAPI | Kenya Association of Pharmaceutical Industry |
| KSH | Kenyan Shilling |
| LMIC | Low- and Middle-Income Country |
| MoH | Ministry of Health |
| NCD | Non-Communicable Disease |
| NGO | Non-Governmental Organisation |
| NHIF | National Hospital Insurance Fund |
| PDP | Product Development Partnership |
| R&D | Research & Development |
| SDG | Sustainable Development Goal |
| UHC | Universal Health Coverage |
| UN | United Nations |
| WHO | World Health Organization |

ABOUT IFPMA

IFPMA represents R&D-based biopharmaceutical companies and associations across the globe. The biopharmaceutical industry's two million employees discover, develop, and deliver medicines and vaccines that improve the lives of patients worldwide. Based in Geneva, IFPMA has official relations with the UN and contributes industry expertise to help the global health community find solutions that improve health for populations around the world.

ifpma.org

ABOUT KAPI

Kenya Association of Pharmaceutical Industry (KAPI) is a membership organization, established in the late 1960s, representing manufacturers (or their local representatives) that through research invent and develop medicines and technologies (e.g., Biopharmaceuticals, Vaccine Healthcare, Medical devices, Diagnostics) that significantly improve people's lives. KAPI represents the innovative biopharmaceutical industry voice and promotes efficiency in the pharmaceutical industry to ensure that medical products and healthcare technologies of the highest quality can be readily available for diagnosis, health promotion, prevention and treatment of diseases.

kapikenya.org

Collaborating to Achieve Universal Health Coverage in Kenya was developed in partnership with Rabin Martin.

Rabin Martin is a mission-driven strategy consulting firm that works at the intersection of the private sector and unmet public health need to help our clients become leaders in global health. Rooted in our mission to improve health for underserved populations, we design strategies, programs and partnerships that both deliver public health impact and drive business results. We leverage our deep knowledge and networks across a wide range of geographies and health areas, with specific expertise in infectious disease and vaccines, non-communicable diseases, rare diseases, maternal and child health, among other areas. Our clients and partners include multinational healthcare companies, multilateral institutions, government agencies, large foundations and leading NGOs.

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