



Enock Musaana

Host organization: Financing Alliance for Health (FAH)

Fellow position: Senior Fellow-MERL

Fellowship duration: July 2025- June 2026

Degree: BSc, MSc (Project Management)

Professional experience: 13 years

**Financing Alliance
for Health**



Summary

As Senior Fellow – MERL, I worked to advance FAH’s use of evidence for learning, decision-making, donor accountability, and strategic growth, contributing through organizational learning systems, country-specific MERL design, reporting, grant frameworks, data cockpits, facilitation, and advisory support.

The problem FAH aims to tackle

- Primary health care and community health remain underfunded, fragmented, and vulnerable to cuts; even approved budgets often fail to reach the frontline, while reliance on external aid leaves progress towards universal health coverage fragile.

The solution FAH provides...

- Help to governments to unlock and protect financing for primary health care and community health. Then strengthens how money is allocated, managed, and used so resources reach frontline systems more effectively. And through embedded technical support, evidence, and advocacy, FAH helps countries build stronger, more resilient, and country-led health systems.

... contributing to the SDGs:



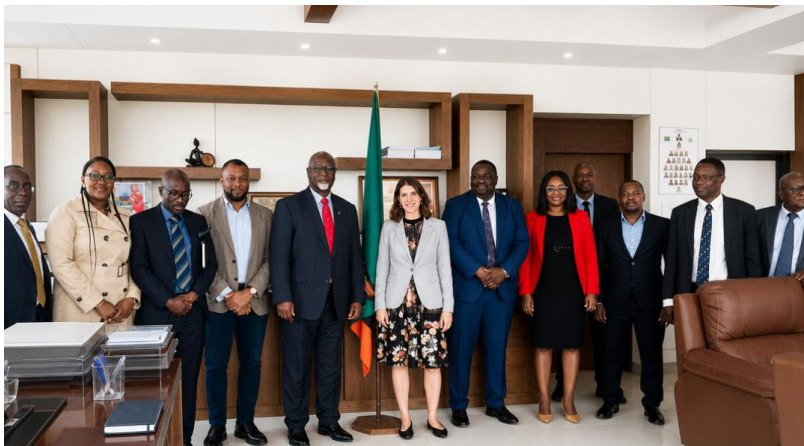
Opportunity for a Fellow

- The fellowship created an opportunity to strengthen FAH’s MERL systems at organizational and country levels.
- It supported stronger donor reporting, impact communication, evidence-based proposal development, and a culture of learning and adaptation.
- It also created space to link internal systems strengthening with embedded government-facing advisory support in Zambia.

“My experience as a Fellow...

...has reinforced my belief that strong health systems are built not only through funding and strategy, but through trust, learning, transparency, and the consistent use of evidence to support better decisions. The fellowship allowed me to strengthen systems from within, work more closely with government counterparts, and help position MERL as a strategic function for organizational growth and donor accountability.”

- Enock Musaana



Enock's achievements...

- Built and advanced FAH's learning agenda and MERL architecture from the ground up, embedding evidence use, accountability, and a lasting culture of learning into everyday practice.
- Led and refined the M&E frameworks behind major funding bids, sharpening their competitiveness, including the successful Judith Nelson Foundation program.
- Facilitated cross-country learning and alignment, expanding MERL influence with embedded advisory support to Zambia's Ministry of Health.
- Designed country-specific MERL systems tailored to Zambia's and Sierra Leone's health-financing contexts, including customized MEL frameworks.
- Improved donor reporting and strategic evidence use through quarterly and annual reports and data cockpits for adaptive management.

... contributing to FAH

\$1.6m

Raised for a grant advancing primary health care across Zambia, Sierra Leone and Senegal.

7

Countries reached via impact sprints that accelerated shared learning and evidence use. Built the 1st organization-wide Learning Agenda for FAH

4

Built two MERL systems and developed two core reporting processes to strengthen monitoring, accountability, and impact reporting..

Enock's next challenge

Staying on at FAH to embed the MERL systems, learning structures, and data tools developed during the fellowship and strengthen data use, learning, and evidence for decision-making.